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# **Evaluation of the Heritage Lottery Fund Landscape Partnership Programme 2011**



**Report prepared for the Heritage Lottery Fund  
by Richard Clarke, David Mount and Marija Anteric.**

## Acknowledgements

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Richard Clarke	<a href="mailto:r.clarke@cepar.bbk.ac.uk">r.clarke@cepar.bbk.ac.uk</a>	☎ 020 3073 8220
David Mount	<a href="mailto:david@countrysidettraining.co.uk">david@countrysidettraining.co.uk</a>	☎ 01433-670300
Marija Anteric	<a href="mailto:m.antic@cepar.bbk.ac.uk">m.antic@cepar.bbk.ac.uk</a>	☎ 07405-929720

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**Centre for European Protected Area Research**  
**University of London *Birkbeck***  
**Institute of Environment**, Room 159,  
 Torrington Square, London WC1E 7HX  
[www.bbk.ac.uk/environment/research/cepar](http://www.bbk.ac.uk/environment/research/cepar)

**Countryside Training Partnership**  
 Ruskin Villa, Hope Road,  
 Edale, Hope Valley,  
 Derbyshire. S33 7ZE  
[www.countrysidettraining.co.uk](http://www.countrysidettraining.co.uk)

Cover photo: Blaenavon's 'Forgotten Landscape' March 2011 (R Clarke)

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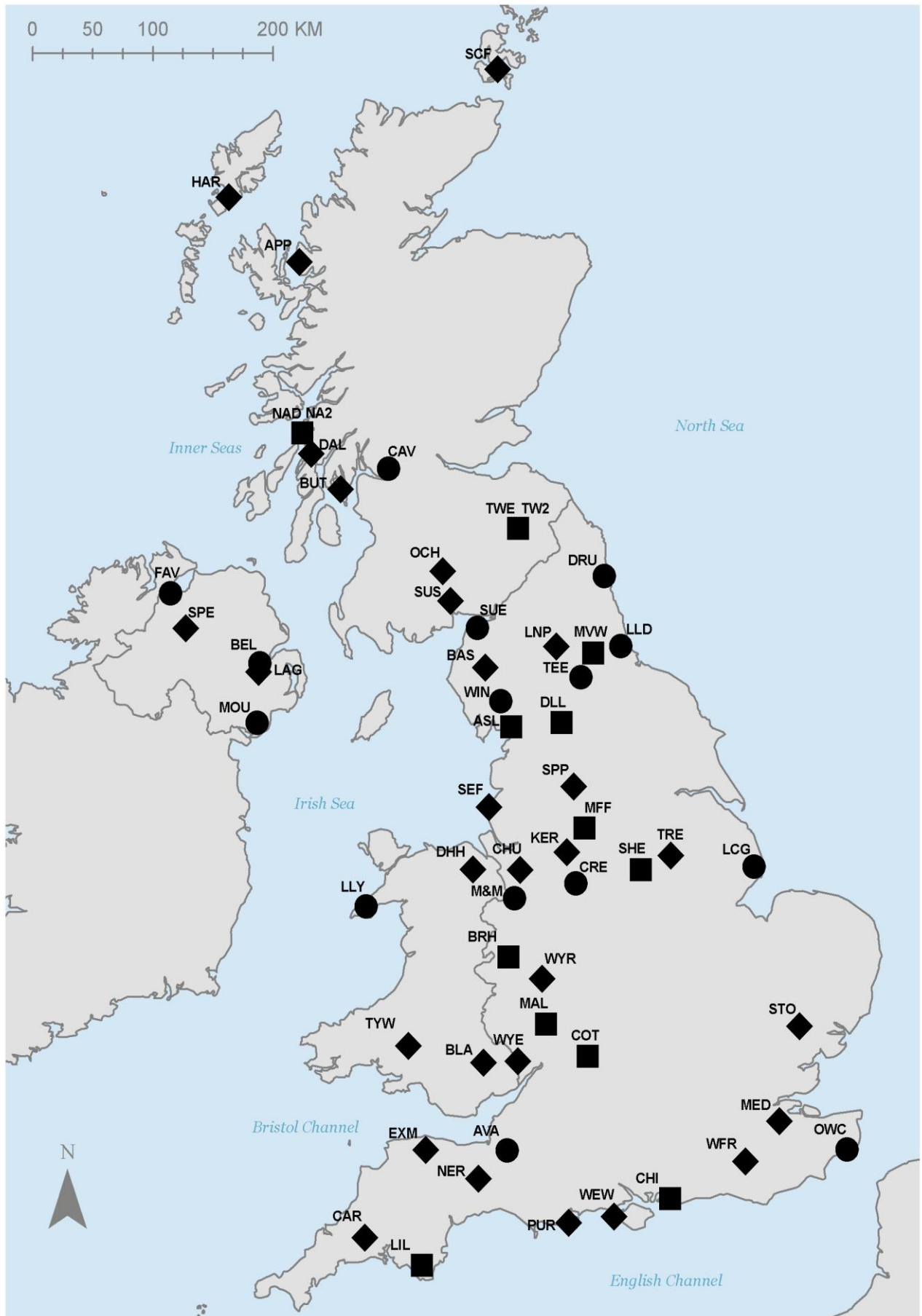
Code	Scheme title
APP	Applecross (Wester Ross) Landscape Partnership
ASL	Arnside-Silverdale Limestone Heritage Project
AVA	Wet & Wonderful / Avalon Marshes Landscape Partnership
BAS	Bassenthwaite Reflections Landscape Partnership
BEL	Belfast Hills Landscape Partnership
BLA	Forgotten Landscapes / Blaenavon Landscape Partnership
BRH	Blue Remembered Hills (Area Scheme)
BUT	Discover Bute / Isle of Bute Landscape Partnership
CAR	Caradon Hill Area Heritage Project
CAV	Clyde & Avon Valley Landscape Partnership
CHH	Habitats & Hillforts of Cheshire's Sandstone Ridge
CHI	Rhythms of the Tide / Chichester Harbour Area Scheme
CHU	Churnet Valley (Staffordshire Moorlands) Living Landscape Partnership
COT	Caring for the Cotswolds (Area Scheme)
CRE	Limestone Journeys / Creswell Crags Landscape Partnership
DAL	Dalriada Project
DHH	Heather and Hillforts/ Y Grug a'r Caerau
DLL	Dales Living Landscape (Area Scheme)
DRU	Druridge Bay Coal & Coast Project
EXM	Exmoor Moorland Landscape Partnership
FAV	Faughan Valley Landscape Partnership
HAR	Isle of Harris Landscape Partnership
KER	Kerridge Ridge & Ingersley Vale Landscape Partnership
LAG	Lagan Valley Landscape Partnership / Lagan Landscape
LCG	Lincolnshire Coastal Grazing Marshes
LIL	Life into Landscape / South Devon Area Scheme
LLD	Limestone Landscapes (Durham)
LLY	Llyn Coastal Heritage Project / Partneriaeth Tirlun Llyn

Code	Scheme title
LNP	Living North Pennines / Unique North Pennines Landscape Partnership
M&M	Meres & Mosses of Shropshire & Cheshire
MAL	Malvern Heritage Project
MED	'Valley of Vision' / Medway Gap Landscape Partnership
MFF	Moors for the Future (Area Scheme)
MOU	Mourne Mountain Landscape Partnership
MVW	Mineral Valleys - Wear Valley , A Vital Landscape (Area Scheme)
NAD & NA2	Nàdair 2 - Argyll Islands Landscape Partnership (Area Schemes 1 & 2)
NER	Neroche Project within the Blackdown Hills
OCH	Ochils (Hills & Hillfoots) Landscape Partnership
OWC	Over the White Cliffs Landscape Partnership
PUR	Carving a Foundation for the Isle of Purbeck / Purbeck Keystone Project
SCF	Scapa Flow Landscape Partnership
SEF	Sefton Coast Landscape Partnership
SHE	Sherwood Initiative (Area Scheme)
SPE	Sperrin Gateway / Five Parishes Landscape Partnership
SPP	South Pennines Watershed Landscape / Pennine Prospects
STO	Managing a Masterpiece: The Stour Valley Landscape Partnership
SUE	Sule Way - The Solway Wetlands Landscape Partnership
SUS	Sulwath Connections - The Scottish Solway Coast and River Valleys
TEE	Heart of Teesdale / Tees Vale & Barnard Castle Vision Landscape Partnership
TRE	Trent Vale Landscape Partnership
TWE & TW2	Tweed Rivers Heritage Project (Area Schemes 1 & 2)
TYW	Tywi Afon yr Oesoedd / Tywi, a River Through Time Landscape Partnership
WEW	Through the Eyes of the Needles / West Wight Landscape Partnership
WFR	Weald Forest Ridge Landscape Partnership
WIN	Windermere Reflections Landscape Partnership
WYE	Overlooking the Wye / Wye Valley Landscape Partnership
WYR	Grow with Wyre/ Wyre Forest Landscape Partnership

■ Area Scheme (HLF Strategic Plan 1)

◆ Landscape Partnership (HLF SP2)

● Landscape Partnership (HLF SP3)



**Figure i.** The UK distribution of Landscape Partnerships and their predecessor Area Schemes (legend opposite; © M Gibin & cepar July 2011)

## Glossary and acronyms

(D)CLG	Department of Communities and Local Government
ANGSt	Accessible Natural Greenspace Standards
AONB	Area of Outstanding Natural Beauty
AP / AS	(HLF) Area Partnership / Area Scheme
(UK, Local) BAP	(UK, Local) Biodiversity Action Plan
BARS	Biodiversity Action Reporting System
CADW	‘to keep’ (historic environment service of the Welsh Assembly)
CEPAR	Centre for European Protected Area Research <i>Birkbeck</i> University of London
CCW	Cyngor Cefn Glwad Cymru; Countryside Council for Wales
CICES	Common International Classification of Ecosystem Services
CIS	Countryside Information System
CQuEL	Character and Quality of the English Landscape (Natural England)
CRoW	Countryside and Rights of Way Act 2000
CSR	Comprehensive Spending Review
CTP	Countryside Training Partnership
DCMS	Department of Culture, Media and Sport
Defra	Department of Food, Environment and Rural Affairs
EA	Environment Agency
EH	English Heritage
ERZ	Ecological Restoration Zone (in the 2010 Lawton Report, replaced by NIAs, below)
ELC	European Landscape Convention
FTE	Full Time Equivalent
FWAG	Farming and Wildlife Advisory Group
GIS	Geographic Information System(s)
HAP	Habitat Action Plan
HER	(County) Historic Environment Records
HLF	Heritage Lottery Fund
HLC	Historic Landscape Characterisation
HLS	Higher Level Stewardship (England)
HS	Historic Scotland
IBDA	Integrated Biodiversity Delivery Area
IoE	(Birkbeck) Institute of Environment
LCA	Landscape Character Assessment
LCAP	Landscape Conservation Action Plan
LDU	Landscape Description Unit
LHEG	Landscape, Historic Environment and Geodiversity (NE programme)
LiDAR	Light detection and ranging (survey for archaeological survey)
LIANE	Landscape – an Integrated Approach for Natural England
MA	Millennium Ecosystem Assessment
MAGIC	Multi Agency Geographic Information System
NAO	National Audit Office
NCA	National Character Area
NDPB	Non-Departmental Public Body (also known as a ‘QUANGO’)
NGO	Non-Governmental Organisation
NHMF	National Heritage Memorial Fund
NIA	Nature Improvement Area (in the 2011 Environment White Paper)
NNR	National Nature Reserve
ONS	Office of National Statistics
OS	Ordnance Survey
PAC	(House of Commons) Public Accounts Committee
PAWS	Plantation on Ancient Woodland Site
P4P	(HLF) Parks for People grants programme
RDP	Rural Development Programme
SAC	Special Area of Conservation (EU Habitats Directive)
SNH	Scottish Natural Heritage
SPA	Special Protection Area (EU Birds Directive)
SP1, 2, 3	(HLF) Strategic Plan (first, second, third)
SSSI	Site of Special Scientific Interest
THI	(HLF) Townscape Heritage Initiative
WHS	World Heritage Site



# Evaluation of the Heritage Lottery Fund Landscape Partnership Programme

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## 1 Introduction and context

### 1.1 Purpose and structure of this report

This report presents an evaluation of HLF's Landscape Partnership programme, together with a review of the participative approach to evaluation which informed this work. It will be of interest to trustees and staff of the Heritage Lottery Fund, to new and existing Landscape Partnerships as they develop and deliver their programmes of work, and to a wider audience wanting to learn more about the opportunities and challenges of landscape-scale working.

The report comprises five principal sections. In this section we outline the history and philosophy of the Landscape Partnership approach, and the issues that arise as we evaluate such a complex programme. In common with many other heritage initiatives, many of the most important outcomes of Landscape Partnership work are necessarily intangible and some are impossible to quantify.

The second section explains the aims of this evaluation project, and describes how the work has been undertaken. The programme has adopted a participative approach to evaluation, whereby the partnerships take a central role in demonstrating what they are achieving. Partnerships have been offered support to carry out this role, and have in turn been able to contribute their own proposals for monitoring outputs and assessing the longer term benefits of their work.

The third and central part of the report summarises both the quantitative 'output' data submitted by partnership managers, and also more qualitative data gathered through first hand contact with partnerships, together with information taken from end-of-programme reports, reports prepared by HLF monitors, and other external evaluations.

In Part four of the report we present six more detailed case studies of landscape partnership schemes which have recently completed their delivery phase or are shortly due to do so.

The final part of the report draws some conclusions about what is being achieved, and the advantages and challenges both of the landscape partnership philosophy, and of a more participative approach to evaluation. Without wishing to anticipate the outcome of HLF's on-going consultation on its next Strategic Plan (SP4: 2013 – 2019)<sup>(1)</sup> we have included also some suggestions as to ways in which the Landscape Partnership programme – assuming that it is continued in some form – might be enhanced with regard to monitoring and evaluation in coming years.

## Appendices

To keep this report of manageable size additional background information is presented in a series of appendices to which reference is made in the text. These appendices provide information on:

- The landscape partnership schemes which are the focus of this Report, and on the predecessor area schemes (Appendix I). This is presented as two lists; by stage of development and delivery (as at 1 March 2011) and by country or region with contact details and other basic data.
- The supplementary guidance on HLF Landscape Partnership evaluation which was issued to Landscape Partnerships in July 2010 (Appendix II). This appendix also contains information on the dedicated web pages set up as an archive resource to support partnerships in their evaluation work.
- Output data presented as summary tables (Appendix III). This appendix also includes a copy of the proforma on which data was collected, together with the User Guide which clarifies how this is to be completed. The complete output data set is not presented with this report but has been submitted separately to HLF in the form of a Microsoft Excel workbook.
- Sources (published and unpublished) referred to in this report and in the appendices, presented as a list of references (Appendix IV).

Appendix IV is included with this Report. Appendices I – III are available separately.

## 1.2 The landscape context

‘Landscape’ is conceived by different people in different ways, but is much more than merely ‘scenery’<sup>(2)</sup>. Ecologists have developed the concept as an indicator of scale of analysis and action, including habitat connectivity and ecosystem dynamics<sup>(3)</sup>. In archaeology, landscape has provided a framework for understanding and managing assemblages of monuments in space and time and for Historic Landscape Characterisation (HLC)<sup>(4)</sup>. In the context of the landscape partnership programme ‘landscape’ is the totality of an area – its landform and topography, its habitats and biota, its past and present land use, the ‘built’ and archaeological remains and, most importantly, its people, those who live and work in the area and those who visit it. Landscape provides vital benefits such as food, water and other ‘ecosystem services’. Landscape is valued by people for many different reasons and is ‘used’ in many different ways. Landscape Partnerships seek to conserve the landscape heritage, natural and cultural, and also to deliver ‘people’ benefits within and beyond the areas they cover, which are more than those that would derive from funding a series of separate projects.

### The European Landscape Convention

The European Landscape Convention (ELC) was adopted by the Council of Europe in 2000 and came into force in the UK in March 2007. The ELC’s definition of ‘Landscape’ as *‘an area as perceived by people, whose character is the result of the action and interaction of natural and /or human factors’*<sup>(2)</sup> is a rich concept that encompasses but goes beyond sectoral (geomorphological, ecological, archaeological, historical or aesthetic) approaches. THE ELC makes it clear that people are at the heart of all landscapes (the commonplace and ‘degraded’ as well as the eminent) each of which has its own distinctive character and meaning to those who inhabit or visit it<sup>(5)</sup>.

The ELC approach recognises landscape as:

- the result of the complex interaction of the natural (e.g. geology, soils, biodiversity), cultural (settlement, land use) and the perceptual and aesthetic (experience, associations, tranquillity, colour);
- linking past, present and future as the dynamic manifestation of physical processes and human intervention (has always changed and will continue to do so);
- important to people, incorporating multiple and sometimes contested values, including both tangible and intangible dimensions;
- existing at any scale<sup>i</sup> from large tracts of land such as mountain ranges, to small locally important spaces such as parks and streetscapes.

The ELC places obligations on the UK to recognise landscape '*as an essential component of people's surroundings, an expression of the diversity of their shared cultural and natural heritage, and a foundation of their identity*'. Signatories are required to identify the diversity and range of their landscapes, the important features of each, and to engage with local communities, private bodies and public authorities in their protection. This includes raising awareness and understanding of the character, value and functions of landscape and the way these are changing. There is also an obligation to provide training in landscape-related skills. Defra is the UK lead body for ELC implementation. Several country agencies, for example Natural England <sup>(7)</sup> and English Heritage <sup>(8)</sup> as well as other bodies such as the National Forest Company <sup>(9)</sup> have produced ELC action plans. Partly as a result of the ELC landscape has become a principal (though variable) focus of public policy throughout Europe <sup>(10)</sup>.

There is a considerable overlap between the provisions of the ELC and the objectives of HLF's landscape partnership programme, which is the only national grant programme whose objectives largely coincide with the ELC philosophy.

### **Landscape & partnership working**

In an earlier study <sup>(11)</sup> we drew some conclusion regarding the benefits and drawbacks of the landscape partnership approach. The benefits of the approach are summarised below, roughly in the order of priority in which they were represented to us.

#### Benefits of working at a landscape scale

- **Focus:** Implementing multiple activities within an area of coherent landscape character affirms and integrates its distinctive qualities.
- **Scale:** Addressing conservation and access priorities on a larger scale results in (for example) greater habitat connectivity, placing ancient monuments in their historic setting, and 'joined up' visitor trails and interpretive material.
- **Integration:** Encourages different landscape features and the benefits they provide to be linked both practically and perceptually.
- **Coherence:** Broader landscape features (such as floodplain water levels, habitats requiring restoration, archaeological sites) can be dealt with as a whole.
- **Facilitation:** Stimulates projects that might not have been conceived except as part of a larger scheme.

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<sup>i</sup> HLF expects landscape partnerships to cover an area between 20 km<sup>2</sup> and 200 km<sup>2</sup> in size <sup>(6)</sup>.

- **Perception:** Encourages the landscape to be understood, valued and engaged with as a whole, including its disparate elements.
- **Engagement:** Inspires local and stakeholder participation and commitment.
- **Risk:** Permits the inclusion of innovative or speculative projects (some of which might ‘fail’) within the umbrella of a larger scheme.

#### Benefits of partnership delivery

- Provides a single point of contact and representation.
- Supplies a reservoir of broad expertise and resources across partner organisations.
- Permits co-ordinated project planning and delivery, increasing efficiency and reducing risk.
- In cases of difficulty other partners are able to step in and help, or funding can be vired to / from other projects within the scheme.
- Facilitates links between administrative areas at county, district or parish level.
- Creates dialogue between landowners, local communities, visitors and interest and user groups.
- Unites diverse stakeholders and conflicting interests; resolves common problems through joint working.
- Can engage whole communities as well as individuals and whole commercial sectors as well as individual businesses.
- Improves opportunities for all people to access, enjoy and understand the whole area and its heritage.
- Permits dissemination of results to a wider audience.
- Levers in additional resources as landscape partnership areas become a priority for funding, in turn benefiting other applicants.

Some of the elements above can (in principle at least) be ‘captured’ in evaluation, but few can easily be ‘measured’. They should, however, be reflected in the longer term outcomes of landscape partnership working.

Our earlier study also identified several potential drawbacks of landscape and partnership working. Whilst the focus of this evaluation has been on the specific outputs and outcomes of landscape partnership schemes and the landscape partnership programme as a whole, we have also tried to assess, where possible, the degree to which these benefits (and potential disbenefits) have been revealed in the operation of the landscape partnership programme in practice. Our findings in this respect are summarised in section 5.1 of this Report.

#### **Protected landscapes and Landscape Partnerships**

‘Landscape’ and ‘partnership’ working are not restricted to landscape partnership schemes and HLF is not the only player in the field. In the UK in particular, protected landscapes – mainly national parks and Areas of Outstanding Natural Beauty (AONBs) have been developing approaches to landscape and partnership working for a number of years. Protected landscapes are a category of protected area defined by the International Union for the Conservation of Nature and Natural Resources (IUCN) as areas *‘where the interaction of people and nature over time has produced an area of distinct character with significant ecological, biological, cultural and scenic value’*.<sup>(12)</sup> Protected landscapes are particularly characteristic of Europe although they constitute a minority of designated areas worldwide. UK protected landscapes are recognised as having pioneered ‘people-centred’ approaches to landscape

protection, and have been seen as places where new approaches to rural governance and to sustainable landscape management can be pioneered and later extended to the wider countryside.

National Parks cover just over 9% of the land area of England, nearly 20% of Wales and just over 7% of Scotland – an average of just under 10% of the UK. AONBs cover 15% of the land in England and 5% in Wales. Both National Parks and AONBs are distinguished from the wider countryside not just by landscape quality or by the development controls that seek to protect this but by the existence of an agreed management plan. This is implemented through an additional layer of governance – national park authorities, and - in AONBs - a joint committee of the constituent local authorities, usually working through an AONB Unit. ‘Landscape’ and ‘partnership’ working is integral to the work of these organisations<sup>i</sup> and as such has provided some useful models for the evaluation of the landscape partnership programme.

### **Ecosystem Services and related concepts**

The concept of ecosystem services came to prominence with the 2005 Millennium Ecosystem Assessment (MA), initiated in 2000 by the United Nations Secretary-General to assess the consequences of ecosystem change for human well-being and the scientific basis for action needed to enhance the conservation and sustainable use of those systems. The MA<sup>(13)</sup> is a major international exercise whose products to date are contained in five technical volumes and six synthesis reports and which is increasing influencing UK policy<sup>(14)</sup>.

Within the UK the MA has been taken up by Parliament<sup>(15)</sup> Defra<sup>(16, 17)</sup> and the country agencies<sup>(18)</sup>, initially in the context of upland and wetland management<sup>(19, 20)</sup>. Good moorland management, for example, can contribute to climate regulation through carbon storage in soils and vegetation, improve the supply of fresh water (and reduce the costs of water treatment) and potentially reduce the risk of flooding downstream, while also improving opportunities for recreation, learning, health and well-being.

Today the ‘ecosystem services’ concept informs much discussion and policy relating to management (for example) of urban open spaces, agricultural land and semi-natural landscapes. Its attraction is that it emphasises the human benefits of good environmental management and, where possible, tries to quantify these so that the benefits and costs can be compared. This means that objective values can be attributed to natural heritage alongside relative judgements or philosophically difficult concepts of intrinsic value. One Area Scheme - ‘Moors for the Future’ - has used the concept of ecosystem services

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i AONBs in Northern Ireland do not presently have special governance arrangements. There are no AONBs in Scotland - their nearest equivalent are National Scenic Areas (NSA) which cover some 13% of the land surface. Scottish NSAs are excluded from this analysis because they are essentially designations within which stricter development control is applied than within the ‘wider’ countryside but for which (in contrast to English and Welsh AONBs) there are typically no special governance arrangements. Heritage Coasts have also been excluded from the analysis although many Heritage Coasts are managed under management plans prepared for their contiguous AONBs. The two landscape partnerships associated with World Heritage Sites (Blaenavon and Caradon Hill) have however been included because the WHS governance arrangements closely affect those of the landscape partnership – for example in Blaenavon the landscape partnership team is co-located with that of the WHS, although in this case there is an equal if not stronger association with the adjacent National Park (Brecon Beacons) and Regional Park

extensively as a framework for its activities as has the south Pennines Watershed Landscape Partnership<sup>i</sup>.

More recently the ecosystem services concept has had a significant influence on the policies outlined in the Natural Environment White Paper <sup>(22)</sup>. One manifestation of this is the call for the creation of coherent and resilient 'Ecological Restoration Zones' as recommended in the Lawton report <sup>(3)</sup>, which are now manifest in the government's current proposals for the creation of 'Nature Improvement Areas'. Forerunners of these proposals include not only Landscape Partnerships but also third-sector initiatives such as the RSPB's 'Futurescapes' programme<sup>(23)</sup>, the Wildlife Trust's 'Living Landscapes' programme <sup>(24)</sup> and country strategies such as Natural England's Integrated Biodiversity Delivery Areas (IBDAs <sup>(25)</sup> which will form a framework for the delivery of BAP objectives). Parallel, albeit lower profile, policy initiatives relating to the historic environment have emphasised the significance of local landscape heritage (including vernacular structures and subsurface archaeology) and the importance of local capacity (understanding and skills) and community engagement <sup>(26)</sup>.

### 1.3 Landscape partnerships

The Landscape Partnership programme is the only current HLF grant programme specifically focused on the countryside. The programme offers grants upwards from £250,000, as do the Parks for People programme and the Townscape Heritage Initiative, and in common with both of these programmes a central aspect of Landscape Partnerships is that local communities should be actively engaged. Landscape partnership schemes however are more complex than other grant programmes. They need to address conservation of both the built and the natural heritage, and a typical scheme is delivered through a number of discrete projects. Project aims encompass heritage conservation and restoration; community participation in local heritage; access and learning; and training in local heritage skills. These programmes of work are delivered through a partnership of bodies, normally including statutory agencies, local authorities, NGOs and community organisations.

The Landscape Partnership programme seeks to conserve the landscape heritage, both natural and cultural, and at the same time to deliver 'people' benefits within and beyond the areas they cover, in particular in terms of the way people understand, perceive and relate to the landscapes they live or work in, or visit. The partnership approach is critical in a number of ways, bringing together a number of discrete projects, each of which will generally deliver multiple benefits. The intention of partnership working is that the whole is of significantly greater value than the sum of its parts.

The Landscape Partnership programme contributes significantly to the UK's commitment to implementation of the European Landscape Convention (ELC). The ELC has adopted a definition of landscape which usefully underpins the landscape partnership philosophy: *'An area, as perceived by people, whose character is the result of the action and interaction of natural and/or human factors.'* <sup>(2)</sup>. The convention applies to all landscapes, towns and villages, as well as open countryside; the coast and inland areas; and ordinary or even degraded landscapes, as well as 'eminent' landscapes that may be afforded special protection <sup>(5)</sup>.

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<sup>i</sup> See e.g. [www.moorsforthefuture.org.uk/](http://www.moorsforthefuture.org.uk/) and a recent report on cultural services for Pennine Prospects <sup>(21)</sup>.

The aims of Landscape Partnership programme, and of its predecessor Area Scheme programme, have changed over time. The early Area Schemes focused primarily on the integrated management of the natural and cultural landscape, including public access. Area Schemes were defined as:

*‘Integrated area-based projects of countryside or nature conservation enhancement put forward by public or not-for-profit organisations, which can involve expenditure on property in both public and private ownership. Such schemes will focus on one area or region and should include reference to cultural, historic, wildlife and scenic value, archaeology, buildings and public access.’<sup>(27)</sup>*

All 14 Area Schemes are now complete and funding has ended. Area schemes were replaced in January 2004 under HLF’s second Strategic Plan (SP2)<sup>(28)</sup> with landscape partnerships. In contrast to area schemes, landscape partnerships are required to have a balance over the natural and the built heritage. They place much greater emphasis on community participation, on access and learning, and on training opportunities in heritage skills<sup>(29)</sup>. To be considered for funding applicants to the programme must be able to show that their scheme will deliver benefits balanced across four programme areas. Three of these have been constant since 2004 — conservation of the cultural *and* natural heritage of the area; increased access and learning about the area and its heritage; and training in local heritage skills. In 2009, under HLF’s third Strategic Plan (SP3)<sup>(30)</sup> the aims of landscape partnerships were amended and the fourth aim — ‘conservation and celebration of the cultural associations and activities’ of the partnership area was replaced with an emphasis on community participation in local heritage (Table i).

<b>Table i Thematic priorities and programme areas of the HLF Landscape Partnership programme under SP2 and SP3.</b>	
<b>SP2: 2004-2008<sup>(29)</sup></b>	<b>SP3: 2008-2013<sup>(31)</sup></b>
<ul style="list-style-type: none"> <li>• <i>‘To conserve or restore the built and natural features that create the historic character of the landscape.</i></li> <li>• <i>To conserve and celebrate the cultural associations and activities of the landscape area.</i></li> <li>• <i>To encourage more people to access, learn about, become involved in and make decisions on their landscape heritage.</i></li> <li>• <i>To improve understanding of local craft and other skills by providing training opportunities.’</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>‘To conserve or restore the built and natural features that create the historic landscape character.</i></li> <li>• <i>To increase community participation in local heritage.</i></li> <li>• <i>To increase access to and learning about the landscape area and its heritage.</i></li> <li>• <i>To increase training opportunities in local heritage skills.’</i></li> </ul>

At the same time a number of other changes were made to the criteria and procedures for funding<sup>i</sup>. These included a reduction in the recommended area over which landscape partnership funding should be directed, and the introduction of a non-competitive element to second-round grant approval, based upon the submission of an acceptable Landscape Conservation Action Plan (LCAP), which includes a

<sup>i</sup> There were also changes in terminology. For example in place of the previous (SP2) ‘Stage 1’ and ‘Stage 2’ application the terms ‘first round’ and ‘second round’ application/ award are now used. In this report where reference is made to landscape partnership schemes in general, the current (SP3) terminology should be taken to include the old (SP2) terms.

section on monitoring and evaluation. Significantly the LCAP is not simply a bidding document to HLF. The LCAP belongs to the partnership, as a stand-alone document which explains why the landscape matters, and to whom, what partners hope to achieve and how this will be done. In principle at least the LCAP remains a guide to action irrespective of the injection of HLF funds.

Partnerships may be allocated HLF funds of between £250K and £2 million. To date £96m has committed to both Landscape Partnerships and Area Schemes. Of this, £48m has been committed to Landscape Partnerships in delivery, of which 39.4% has been drawn down at the present time.

Typical HLF intervention rates have been between 55% (for the early area schemes) and 70% (for later landscape partnerships).

## 1.4 A participative approach to evaluation

All HLF grant aided activities are monitored in a variety of ways. The quality of applications is scrutinised by external experts<sup>i</sup> and their advice is incorporated by HLF Grants Officers into assessments which inform decisions on funding by HLF Trustees and Country or Regional Committees. Following awards to Landscape Partnerships, expenditure is monitored and grantees are required to make regular reports on activities and progress. For the larger grant programmes independent HLF monitors make regular reports, and 'output data' is collected across all schemes at regular intervals.

For each of its programmes, HLF also aims to evaluate their longer-term 'outcomes' and 'impacts'<sup>ii</sup>. Typically this has been through commissioned external research, usually working with just a sample of projects and has generally focusing on a particular topic (such as economic impact, or the social benefits of volunteering). Two of the targeted grant programmes are subject to special arrangements. Early Townscape Heritage Initiative projects have been the focus of a major externally contracted research programme since their inception<sup>(32)</sup>. By contrast, as a pilot, Parks for People grantees are being asked to do their own evaluations and then report back to HLF, avoiding the need for further centrally commissioned evaluation (see below). Unlike other programmes however, landscape partnership outcomes and impacts have not yet been the subject of any full assessment. In part this is because of the complexity of the landscape partnership programme.

In 2009/10 preliminary work on the evaluation of the landscape partnership programme undertaken by the Centre for European Protected Area Research (CEPAR)<sup>(11)</sup> concluded that it is not feasible to conduct a robust external evaluation of the longer term impacts of the Landscape Partnership programme within the constraints of time and money available. It was agreed that *'the most effective evaluation (of the landscape partnership programme) is likely to be that commissioned or conducted scheme by scheme by landscape partnerships themselves in collaboration with HLF advisers, rather than contracted out to external consultants across the landscape partnership programme as a whole.'*<sup>(11)</sup>

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<sup>i</sup> HLF support staff include individuals (here referred to collectively as advisers) contracted externally to play a variety of roles in respect of specific landscape partnerships, from supplying expert advice on landscape partnership applications, to mentoring schemes in their early phases, to monitoring delivery.

<sup>ii</sup> The distinction between monitoring and evaluation, and the distinction between 'outputs', 'outcomes' and 'impacts' is made clear in the summary guidance (see Appendix II). HLF monitoring and evaluation procedures are discussed further in Appendix IV.



This conclusion accords with the approach already adopted by HLF in its Parks for People programme. This is an evaluation model which encourages engagement and participation, and which maximises the extent to which projects can learn from evaluation. Ultimately this should result in better outcomes. Landscape partnership managers were consulted about this approach, and the overwhelming view was positive. At the same time it was clear that partnerships would benefit from support and encouragement to facilitate the evaluation work they would be undertaking, and that the provision of such support was beyond the internal resources of HLF itself. Even when the partnerships are taking the lead with evaluation, there is still a need for an external organisation to provide an independent and objective perspective on the evaluation work that is carried out.

An important difference between Landscape Partnerships and Parks for People is that the latter are usually focused on a single site. Landscape Partnerships by contrast are multi-project and multi-activity, delivered on a number of different sites with many different outcomes. The consequences for monitoring and evaluation can be illustrated by the issue of visitors. In Parks for People, outcomes (beyond the quality and maintenance of physical site works) are largely measured by visitor numbers and satisfaction/ enjoyment, and changes in visitor numbers and perception can usually be attributed, at least in part, to the impact of HLF funding. This is very different from landscape partnerships where individual projects are located in different parts of a landscape area, where visitor numbers may be a relevant indicator only for certain projects and where changes due to landscape partnership activity are often impossible to separate from those attributable to other influences including those of parallel funding streams. For landscape partnerships, visitor numbers (and many other measures) may be difficult – in some cases impossible – to collect at all on a scheme wide basis, and meaningful data may only be available for individual projects.

In general, landscape partnership schemes as a whole and their component projects are too diverse for benefits to be captured by any simple set of measures. ‘Outputs’ – the measurable results of individual projects and activities – can often be captured directly. Some of these outputs – in particular landscape works to natural and built heritage – may endure as hard ‘outcomes’. However many of their intended benefits are not reducible to numerical indicators and/or are difficult to measure. Where the benefits might be captured in quantitative terms, baseline data rarely exists. In both cases, impacts of project activity may be difficult to separate from the consequences of other changes affecting the area. All monitoring and evaluation requires a balance between rigour (producing robust and convincing measures and evidence) and resources (the cost and practicality of doing this). There is sometimes a temptation to collect ‘data’ simply because it is available, but not everything that can be counted is important and many important benefits are difficult to ‘count’. The ‘measurement grail’<sup>i</sup> of reliable yet simple and cost-effective indicators is likely to remain elusive—at least in respect of the long-term impact of schemes as multi-focused as landscape partnerships.

Following the 2010 study it was agreed that the best way forward would be to link the collection of output data with the assessment of longer-term outcomes and, for the latter, to capture the expertise that has built up on the part of landscape partnership managers, external advisers and within HLF itself. This is acknowledged as necessarily an on-going process, which will improve over time, and the implementation of which will, hopefully, enhance the delivery of landscape partnership projects and outcomes, rather than act as a bureaucratic impediment.

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<sup>i</sup> See Appendix IV

## 1.5 Contract brief and objectives

In June 2010 CEPAR and CTP were commissioned by HLF to support landscape partnerships in their evaluation work and at the same time to pull together an evaluation of their performance. This dual brief contained a number of overlapping elements:

- Production of evaluation guidance for the partnerships (August 2010)
- Delivering a programme of evaluation support for partnerships (on-going)
- Advising on the evaluation elements of Landscape Conservation Action Plans (LCAPs) (on-going)
- Gathering information on outputs and outcomes from all Landscape Partnerships (Nov. 2010 – Feb. 2011)
- Contributing to an information-sharing event with national stake-holders (May 2011)
- Conducting a more detailed study of six partnerships which were shortly due to complete or had already done so (June 2011, completed as a separate project)
- Production of this evaluation report (February-June 2011)
- Presenting findings to HLF trustees (July 2011)

The project team has been guided in its work by a small Steering Group of HLF staff with input also from the HLF's Landscape Partnership internal practice group, other country and regional HLF staff and HLF monitors. In addition to steering group meetings, the team has contributed to two workshops convened to support (new) landscape partnerships as they develop their LCAPs, has facilitated a local evaluation workshop in the High Weald and has made visits to a number of individual landscape partnerships. While much of this work has inevitably been desk based, and communication has primarily been by phone and e-mail, our experience over the last eight months has repeatedly emphasised the value of first-hand, face-to-face contact with those directly involved in partnership activities.

## 2 Working methods

### 2.1 Evaluation guidance and support for landscape partnerships

#### Supplementary guidance to landscape partnerships on monitoring and evaluation.

Supplementary evaluation guidance specifically tailored for landscape partnerships was circulated in August 2010 (see Appendix II). This document draws on and complements the generic HLF evaluation guidance <sup>(33)</sup>. The guidance was prepared on the assumption that some partnership managers have little background in this sort of work. It:

- Explains what HLF expects from landscape partnerships in terms of evaluation
- Emphasises the value of distinguishing between outputs and outcomes, using examples from landscape partnership work
- Provides advice on the collection of output data and evidence on longer term outcomes
- Advises on how evaluation can best be incorporated into a Landscape Conservation Action Plan (LCAP), suggesting this should not be relegated to a separate chapter (see below).
- Explains why HLF requires applicants to collection baseline data ahead of a second round award.

#### Web support

To complement the evaluation guidance web pages have been established on Birkbeck's Institute of Environment website<sup>i</sup>. These contain a good deal of extra resource material, such as specimen downloadable questionnaires and survey forms, and examples of best practice.

HLF already plans to put a set of worked examples such as specimen partnership agreements and other documents on the landscape partnership section of [www.hlf.org.uk](http://www.hlf.org.uk). In due course this might be further developed to include evaluation materials transferred from the Birkbeck web-pages as well as interactive elements which would facilitate the work of landscape partnerships.

#### One-to-one evaluation support to landscape partnerships

Over the last twelve months CEPAR and CTP have provided partnerships with evaluation support based largely on e-mail and telephone communication together with a relatively limited amount of on-site and in-person contact. Initial efforts were focused on the ten (SP3) schemes which, having obtained a first-round pass, are now in development. A second priority was the three schemes (Derbyshire Limestone Journeys, Isle of Harris and Ochil Hills) that had recently been granted second-round passes. Six schemes were under assessment at the start of the survey and significant contact was deferred until the outcome was known. All but one scheme (Windermere, which is still under assessment at the time of writing) have since received second round awards. From autumn 2010 we have engaged also with 26 schemes that were in various stages of delivery.

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<sup>i</sup> <http://www.bbk.ac.uk/environment/lps>. These are protected pages. If readers of this report send an e-mail to [cepar@cepar.bbk.ac.uk](mailto:cepar@cepar.bbk.ac.uk) we will provide a username and password which will enable you to access this information.

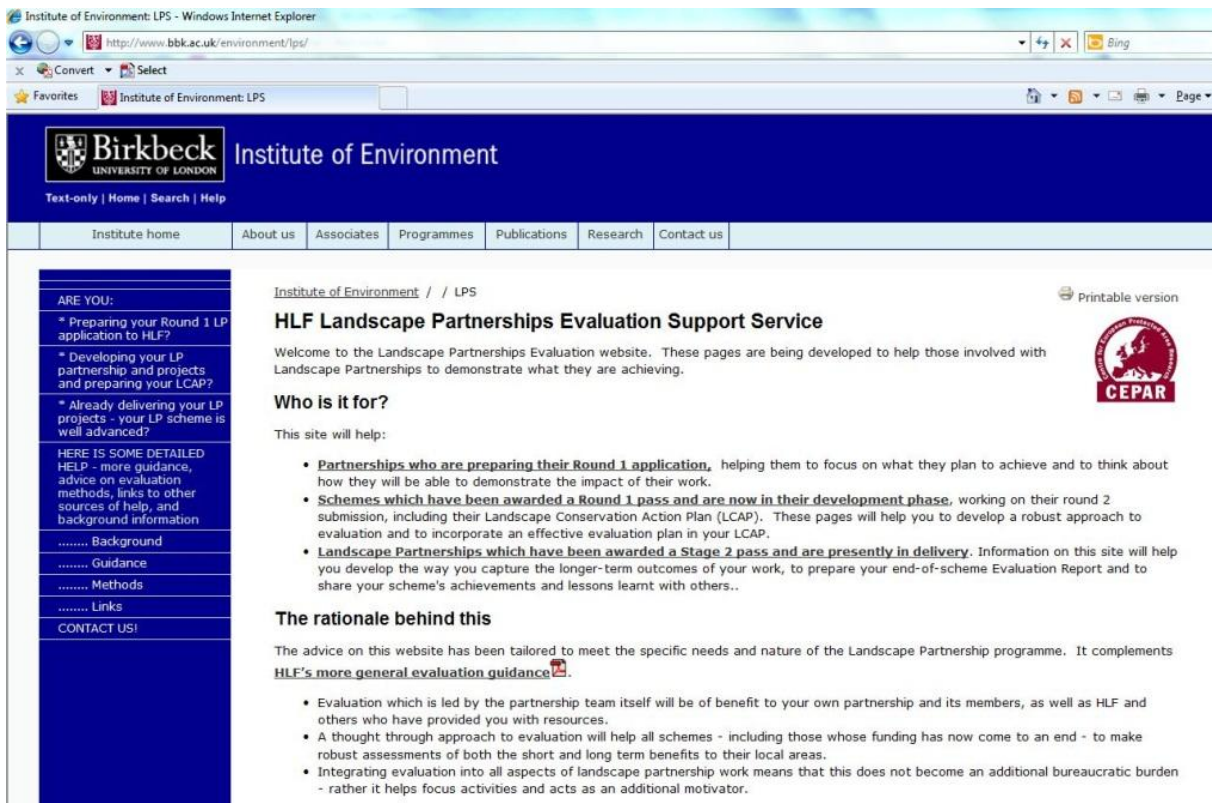


Figure ii. Home page of HLF evaluation support website.

Contact with partnerships and the amount of evaluation guidance we have been able to offer has in practice been determined by a variety of factors. Several of the schemes recently granted first-round passes had yet to appoint a development officer and sustained contact has had to wait until that appointment had been made. In other cases, delays due to illness or other factors have caused major difficulties, for example in respect of the need to 'spend up' match funding, condensing a year's scheduled work into the three or four months before the end of the financial year. Other difficulties were caused by the knock on effects of the Comprehensive Spending Review, particularly in relation to schemes where the lead partner was a local authority or had committed significant sums of match funding. In several cases this meant that landscape partnership leadership and financial responsibility had to be transferred from a local authority or agency to an NGO; in others where an NGO was already in place as the lead partner, and the local authority or other partner had had to drop out, priority had to be given to the search for alternative match funding sources. The freezing of other sources of funding such as LEADER, consequent on the dismantling of regional development agencies, has caused further problems.

Understandably in these circumstances, it has been difficult for landscape partnerships in delivery to institute new elements of project evaluation which they had not anticipated when first or second round approval had been granted. At the other end of the partnership life cycle it was impossible for several schemes nearing completion to capture information that they had not planned for at the outset. All the partnerships have welcomed HLF's recognition that 'soft' scheme outcomes are as important as 'countables'. For the more advanced schemes in particular it has, as expected, proved difficult for managers to incorporate retrospective evaluation, although we hope that our activities have meant that final reports have been clearer about the nature of longer-term legacy.

## Evaluation within Landscape Conservation Action Plans (LCAPs)

A significant element of our work with new schemes has been a focus on improving the quality of evaluation proposals contained in second round applications and within LCAPs. For partnerships to demonstrate the value of their work they need to think about monitoring and evaluation during the development phase, and in particular to start pulling together baseline data that will enable better evaluation during delivery. Several schemes were already under assessment when our work started and others, still in the development phase, had already virtually completed their LCAPs. Supporting partnerships during the development phase needs to be a continuing process and we will only be able to gauge the success of this aspect of our work and of the degree to which we have been able to influence evaluation planning as the newer schemes, presently in development, progress.

### Box a. Different approaches to project summaries in the LCAP.

One of the best examples of LCAP practice comes from the Blaenavon Forgotten Landscapes Partnership. This scheme elected to include an LCAP with its second round submission before this was compulsory. The LCAP includes 13 detailed project plans (each of some four pages), and these contain clear output targets and information about measures which will be used to show if these are met, as well as a summary of the longer term outcomes which are being pursued. This makes the LCAP a good working document for scheme delivery. This approach could be further improved if there was more indication of how long-term outcomes might be captured.

# Forgotten Landscapes Project

## Landscape Conservation Action Plan

Monitoring and Evaluation Criteria	Targets			
	Output / activity	Yr 1	Yr 2	Yr3
	Beekeeping leaflets developed / printed	500		
	On line training resources developed	1		
	People trained	5	10	
	Feasibility study re: apiary sites		1	
	New hives purchased / established		5	10
	Public visits to apiary		15	15
Outcomes	<ul style="list-style-type: none"> <li>* Health and well-being benefits</li> <li>* Revised perceptions of landscape quality and heritage value</li> <li>* Improved quality of user / visitor experience</li> <li>* Direct improvements to landscape via pollination</li> <li>* Economic benefits from production of honey / beeswax</li> </ul>			
Integration	<b>Conservation and Climate Change</b> <ul style="list-style-type: none"> <li>• Success of commons management will affect honey production and other bee related products: BIO 1</li> </ul>			

Interpretation

Programme: IM \*

One way in which external consultants can contribute to this process is by commenting on LCAPS as they are received by Regional Offices. To date this has not happened to any great extent, and only a few LCAPS have been sent to us by Case Officers for comment before the second-round submission goes to country/ regional committee. We believe that the quality of delivery as well as evaluation would be improved by formalising this (and other) elements of scrutiny. The issue is not just one of procedure, but rather of the developing awareness of the importance of outcome evaluation amongst HLF Case Officers and Monitors as well as within partnerships themselves. Colleagues are under pressure in terms of time and resource, and the challenge is to find procedures which are not overly onerous but nonetheless



achieve the desired results. However we understand that budgetary constraints may make it difficult for HLF to maintain even the present level of support and oversight in regard to landscape partnerships.

One issue is the way in which evaluation is framed in the second-round Help Notes as an ‘add-on’ (relegated to a late section in the LCAP) rather than as something that needs to be embedded in project planning from the start. Beyond the generic HLF guidance it is left to the applicants to say what their evaluation measures should comprise <sup>(34, 35)</sup>.

There is no guidance on how monitoring and evaluation could be built into individual project plans, and the project summary table example presented in appendix 1 of the Help Notes does not differentiate between outputs and outcomes.

We recommend below that the Help Notes be expanded (in line with HLF’s own generic evaluation guidance) to integrate evaluation with the project planning process.

### Workshops and information-sharing

Resource constraints meant that HLF was unable in 2010 to run workshops for all landscape partnerships, monitors and HLF staff, as has happened in previous years. In their place priority has been given to support for new schemes for whom two workshops were organised, in London and Edinburgh. Both were subscribed to capacity and feedback from those attending has been very positive. We facilitated sessions on evaluation at both workshops and have found those early personal contacts very helpful in subsequent advice to the partnerships concerned. However the absence of national workshops for all partnerships has meant that some managers and partners in the delivery phase have felt isolated in their work. It is important that opportunities are given to share problems as well as successes and we believe that this will pay dividends in the quality of delivery as well as in the way that the benefits of Landscape Partnership work can be demonstrated.



**Figure iii.** One of four parallel working groups on evaluation at the local workshop hosted by the Weald Forest Ridge Landscape Partnership on 24 October 2011

One very successful event was a local landscape partnership workshop hosted by the High Weald Landscape Partnership in October 2010. This was attended by over 40 partners and representatives of other schemes in the south-east region. Evaluation formed a significant part of the day, with a series of parallel working groups focusing on the long-term benefits of different projects and the ways in which these might be demonstrated. It will be interesting to see how this feeds through into delivery and into evidence presented in the Weald Forest Ridge final report. Another regional event was a Landscape Partnerships Conference hosted by the Heather and Hillforts Landscape Partnership at Llysfas College, also in October 2010. This overlapped with the Edinburgh conference and evaluation was not a formal focus; however Adrian Philips, one of the HLF monitors, made evaluation a part of his keynote address. There is presently some enthusiasm for a Northern Ireland workshop amongst the five landscape partnerships there (two of whom have only just received their second-round passes) and some interest also from landscape partnership schemes in the south-west. We believe that such workshops can provide a major stimulus to the work of Landscape Partnership schemes and that they should be encouraged and supported wherever possible.

### **Recommendations relating to evaluation guidance and support**

Evaluation support is an important element of the help that HLF can provide to landscape partnerships and we anticipate the benefits of advice and guidance provided to date will be reflected in the quality of LCAPs as the newer partnerships move into delivery. We make the following three recommendations in the light of our involvement over the last two years which we believe would help this process:

#### ***Recommendation 1.***

Participative evaluation is a progressive process – and should be embedded in HLF’s support to the Landscape Partnership programme. As well as the carrot of free advice and support, HLF should not approve second-round applications / LCAPs until it is clear that evaluation has been properly thought through, and that relevant baseline data has been or will be collected. It should be the norm rather than the exception for both monitors and the evaluation support service to review draft LCAPs before they are submitted.

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***Recommendation 2.*** On-line support needs to be developed and key elements (e.g. the supplementary evaluation guidance, ‘good practice’ examples) should be transferred from the Birkbeck site to the proposed HLF support pages, and integrated with the ‘worked examples’ which are shortly to be posted.

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***Recommendation 3.*** In addition to national workshops for new schemes, country or regional workshops for landscape partnerships at all stages will prove worthwhile in enabling sharing of best practice and should if at all possible be encouraged – for example by ensuring a budget line in all schemes for travel and subsistence to attend such events, and/or, for mature schemes, the allocation of contingency or unspent grant on hosting such events.

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## 2.2 Information gathering from landscape partnerships

This aspect of our work has focused on two main elements: the assembly of output data, and the collection of evidence relating to the enduring outcomes of Landscape Partnership activity.

### Output data collation

‘Output data’ from the landscape partnerships take the form of an array of primarily quantitative information which attempts to capture in a systematic way what partnerships have already achieved, and what they expect to achieve in the future, against a wide range of headings. This data was last collected for HLF by Cumulus Consultants in January 2009. The data are collected through the medium of an Excel workbook containing 12 different worksheets each of which asks for information about one type of output (e.g. biodiversity, participation and learning, volunteers).

Obtaining the data is dependent on the co-operation of the partnership managers. Feedback from preliminary consultations earlier in 2010 revealed (in addition to a strong feeling that numerical data did not adequately reflect the achievements of the landscape partnerships) the difficulties that longer serving managers had found in fitting some data into the categories used. The 2009 categories had however been selected in consultation with country agencies and other bodies and had been subject to trial and peer review. Moreover, our own consultation indicated that no set of categories was likely to be perfect for all schemes and there was a strong view amongst partnerships that had been longest in delivery that having adapted their data collection systems to one set of categories they would rather stick with these than have to adjust again to a different (but in all likelihood, equally imperfect) set.

All the ‘live’ landscape partnerships were informed in September 2010 that output data would be collected again in January 2011 and were referred to the evaluation support web pages should they wish to look at the results of the 2009 round. Relatively small adjustments were made to the data collection categories and form<sup>i</sup> and the user guide (Appendix III) was re-written. In early December 2010 these were circulated to all Landscape Partnerships with the exception of those then undergoing second-round assessment, with a request to return the completed form by the end of January. A summary of the output data categories used is given in Table ii, below.

<b>Table ii Output data categories (February 2011)</b>	
<b><i>Output data category</i></b>	<b><i>Examples of data requested.</i></b>
<b>1) Basic data</b>	<ul style="list-style-type: none"> <li>Land area covered by each Landscape Partnership, OS Grid reference for centre point, dates (actual or expected) of first-round approval, second-round award and end date.</li> </ul>
<b>2) Advice &amp; Support</b>	<ul style="list-style-type: none"> <li>8 categories of data collected including: landowners/farmers engaged, wildlife surveys undertaken, management plans written (no/ha), successful agri-environment grant applications made or facilitated (no/ha/£)</li> </ul>
<b>3) Biodiversity &amp; Landscape Features</b>	<ul style="list-style-type: none"> <li>39 habitat categories including: lowland calcareous grassland, restoration of PAWS (ha), Ponds (no), rivers, hedgerows (km). Data collected from each</li> </ul>

<sup>i</sup> For example, contradictory or ambiguous categories were resolved. After consultation with Northern Ireland HLF office, the categories of NI visitor ‘faith communities’ were removed.



	<p>against 'maintain extent/ achieve condition/ restore/ expand'.</p> <ul style="list-style-type: none"> <li>• 3 'Other Priority Habitats' - dry stone walls, fencing (km) and individual trees (no). Data collected against 'repair/restore' and 'new'.</li> </ul>
<b>4) Built Heritage Features</b>	<ul style="list-style-type: none"> <li>• Designations: 10 categories including: conservation area, listed buildings, scheduled ancient monument. Data collected against recorded/ repaired/ restored/ conserved/ interpreted/ re-used.</li> <li>• Features: 11 categories including: village hall, commercial, domestic/residential, church/chapel. Data collected against recorded/ repaired/ restored/ conserved/ interpreted/ re-used</li> </ul>
<b>5) Industrial Maritime &amp; Transport Features</b>	<ul style="list-style-type: none"> <li>• 18 categories including: communications, food processing, mining and extractive, bridge/viaduct, ship/boat, water supply/drainage. Data collected against recorded/ repaired/ restored/ conserved/ interpreted/ re-used</li> </ul>
<b>6) Museums Libraries &amp; Archives Projects</b>	<ul style="list-style-type: none"> <li>• 7 categories e.g. archive, gallery, library, painting; sound and film. Data collected against catalogued/ repaired/ restored/ exhibited/ interpreted/ stored.</li> </ul>
<b>7) Participation &amp; Learning Activities</b>	<ul style="list-style-type: none"> <li>• Participation: 7 categories e.g. primary schools worked with, colleges/universities worked with, youth groups worked with, community consultation events held. Data collected against number / beneficiaries</li> <li>• Learning: 19 categories e.g. learning resources/packs, outreach visits to schools, vocational learning sessions for pupils/students, family learning activities, teacher training, oral history projects, open days, exhibitions/displays tours/walks for disabled people. Data collected against Number / Beneficiaries.</li> </ul>
<b>8) Access</b>	<ul style="list-style-type: none"> <li>• Area and linear access e.g. footpaths, cycle tracks, pathway accessible for disabled people (km); 7 categories. Data collected against new/ improved.</li> <li>• Trails, projects and equipment e.g. nature trails, heritage trails, erosion control projects: 7 categories. Data collected against new/ improved.</li> <li>• Trails, projects and equipment: 2 categories - guided walk projects and health projects. Data collected against number / beneficiaries.</li> <li>• Intellectual access: 10 categories including: interpretation boards, leaflets, websites, blogs, community archives. Data collected against new/ improved.</li> </ul>
<b>9) Visitors</b>	<ul style="list-style-type: none"> <li>• Annual visitor numbers expected for 2011 and (recorded or estimated) for past 3 years. Most recent age, gender, ethnic and socio-economic profile of visitors. Information on disabilities.</li> </ul>
<b>10) Volunteers</b>	<ul style="list-style-type: none"> <li>• 2 categories: volunteer numbers involved and volunteer hours delivered. Data collected as total numbers only.</li> </ul>
<b>11) Employment</b>	<ul style="list-style-type: none"> <li>• FTE jobs i) created, ii) safeguarded each 4 categories (conservation and heritage; learning, interpretation and outreach, project management and administration, other). Data collected against internal/ external.</li> </ul>
<b>12) Training &amp; Skills</b>	<ul style="list-style-type: none"> <li>• i) Land managers and rural businesses, ii) volunteers, each 8 categories including: land and habitat management, rural skills &amp; heritage conservation, tourism and business development, apprenticeships, work placements. Data collected against courses / people trained.</li> </ul>

A measure of the success of the participative/ collaborative approach to monitoring and evaluation is the 100% response to the request for output data from the 34 live schemes which have received their second round awards. This includes three schemes which had already completed by the time of data collection and where no staff remained in post. By comparison the 2009 data collection round was unable to collect data (owing to work/ time pressures on the project managers) from a quarter of the then 'live' landscape partnership and area schemes. As a result data had to be estimated by the 2009 consultants using other sources of information.

The absence of specific guidance (provided in advance) of what data are needed has caused difficulty for some partnerships. It has also meant that there is little consistency between partnerships in the way that output data is estimated or collected, or to the categories to which it is allocated so that (as in 2009) the data must be regarded as *'best estimates rather than being in any way definitive'* <sup>(36)</sup>. The 2009 output data round reported that *'In many cases ... project managers have had to extract the relevant data manually and/or estimate outputs, leading to some uncertainty in the accuracy of the data collected via the survey forms. There are also gaps in the data collected where schemes have not recorded and/or have been unable to estimate certain types of output (e.g. visitor information)'* <sup>(36)</sup>. This remains a problem. One return has to date been made only in qualitative terms and has yet to be supplemented by quantitative data. Other schemes demonstrate an absence of data in particular categories for specific reasons. Visitor data – which in other programmes (such as Parks for People) serves as the principal means of monitoring —is effectively absent for the Landscape Partnership data set as a whole – see s. 3 below. Additional problems have been caused by the 'snapshot' approach to collecting data which has resulted in incomplete coverage (for example in respect of schemes that have ended since the last data collection round, are under assessment, or which were facing particular difficulties such as the absence of staff). We think there would be considerable advantages to standardising output data categories across the landscape partnership programme (box b) and integrating its collection into the landscape partnership life cycle.

#### **Box b. Output data monitoring in the Heart of Teesdale**

The Heart of Teesdale Landscape Partnership is presently developing its LCAP in advance of second round submission, and has selected from the output data categories those which are most relevant to its own activities. These will be matched to its anticipated outputs specified in the LCAP as a basis for internal monitoring of the scheme's achievements. This will make things more straightforward when it comes to the next round of output data collection.



The partnership manager has suggested – and we would endorse her suggestion - that a set of standard indicator categories could help in the project planning process and enable comparisons to be made between schemes and aggregates across the programme as a whole.

## Boundary files & GIS

Our 2010 study revealed only very limited use of GIS for monitoring in conjunction with nationally available datasets. However individual schemes appear to be making innovative use of GIS for local monitoring (box c). Nationally it would be useful if a complete set of boundary shape files could be assembled. This would permit research and analysis that is at present not possible. All new (SP3) schemes are required (in theory at least) to submit GIS files to HLF with their LCAP, and as part of our data collection round we have enquired amongst existing schemes about the availability of such files and encouraged partnerships to submit these where possible. To date however we received only two sets of files from mature schemes. If a full data is required, submission probably needs formally to be linked to grant payment.

### Box c. GIS in the Trent Vale Landscape Partnership

The Trent Vale is a unique landscape of 388 km<sup>2</sup> across 55 parishes shaped by its natural, cultural and industrial heritage. A 'border' area between the counties of Lincolnshire and Nottinghamshire it is characterised by industrial decline and neglect and does not fit within recognised landscape 'boundaries'. However it is also rich in wildlife and in archaeological and historical features such as old ferry crossings, towpath bridges and distinctive 'clapper gates'.



The aim of the Trent Vale Partnership is to conserve and celebrate the special features of the landscape and the River Trent, with a view to re-establishing community links which have gradually been lost, leaving villages isolated and disconnected from each other. One objective is to raise perceptions of the value of the area by residents and visitors alike. The scheme is working with Nottingham Trent University on a project which will anchor people's perceptions of different areas using GIS. Postcode data of interviewees will be recorded as will the grid references of the areas they use. Another indicator will be incidence of vandalism - British Waterways (the lead partner) routinely uses GIS to record locations of graffiti removal. The Partnership also maintains an archive of press coverage of the area. All of these could provide 'baseline' data for studying long-term legacy as well as being directly useful for management.

## Collection of evaluation information regarding longer term landscape partnership outcomes

In the process of our work we have been especially concerned to collect, in addition to output data, evidence of longer term benefits (outcomes) where this exists. To this end we have examined reports produced by monitors as well as evaluation reports commissioned or produced by the partnerships themselves. Most of the documents that we have studied have been supplied to us by partnerships, secured from partnership web pages, or been supplied on request by individual monitors and case officers. There appears to be no central repository of documents (such as applications and

evaluation reports) associated with the landscape partnership programme and it would seem that now that most of these, whether or not submitted as hard copy, are also submitted electronically, such a central archive would be a very useful resource for evaluation.

In the case of landscape and estate works to the natural and built heritage data is readily available from output data and other sources. However with regard to 'soft' benefits and intangibles, this is in the form of individual evidence of project achievement rather than any systematic information regarding the achievements of entire schemes let alone comparable benefits across the programme as a whole.

We have supplemented documentary analysis with a small number of interviews and meetings with partnership staff, monitors and other stakeholders; some of these have been conducted in the context of 'on-site' visits which have also allowed a limited degree of 'ground truthing' of the information collected.

### Box d. Capturing outcomes in The Mineral Valleys

Mineral Valleys was an HLF-funded Area Partnership in County Durham. Between 2003 and 2008, HLF contributed £2.8 million to the total investment of £5.1 million. This funded 14 linked projects to sustain key wildlife habitats, secure new and improved public access, deliver environmental education with schools, develop local skills and contribute to sustainable tourism in the area. The scheme celebrated its completion by publishing a 36-page colour pamphlet (produced at the same time that it submitted its final report to HLF) illustrated with photographs, maps and case studies, which is also available on the project's website.<sup>1</sup> This not only documents outputs and achievements, but also says what is planned for the future and gives contact details for organisations and individuals who will make sure this happens. The publication concludes by setting out what has been achieved over the whole programme.



The achievements are summarised in a set of 45 indicators, which were used to monitor progress on the scheme during its delivery. These are available on an Excel spreadsheet and some of them could be used as a baseline against which to compare later data in order to assess long-term impacts. The Mineral Valleys Project has also produced videos and DVDs recording community

involvement and partnership working in the project <sup>(37)</sup>. These provide a partisan, but nevertheless valuable record of what was achieved by the scheme and could be used as the basis for follow-up studies.

<sup>i</sup> [www.naturalengland.org.uk/regions/north\\_east/ourwork/mineral\\_valleys\\_project](http://www.naturalengland.org.uk/regions/north_east/ourwork/mineral_valleys_project)

## Recommendations relating to information gathering

A series of recommendations emerge in respect of the gathering of information for monitoring and evaluation of Landscape Partnerships undertaken in our work:

**Recommendation 4.** Output data assembly should be integrated with partnership development and delivery life cycle, rather than (as at present) attempted as a (biennial) 'snapshot' of achievement. Integration could be secured by requiring completion of a data collection form at three points in the scheme life cycle: with the second round submission or LCAP; at a variable point in mid-delivery, and with the Final Report. This would ensure that programme-wide data was as robust and up-to-date as possible and available to HLF and other bodies on demand.

**Recommendation 5.** HLF should consider adopting (with revision where needed) the data categories used in this evaluation, for use by all landscape partnerships. This would ease the process of data collation, as experience suggests these are capable of accommodating the bulk of partnership outputs. Such common output categories with standard codes could usefully be developed to integrate with data gathering across other HLF grant programmes as well, facilitating wider research and evaluation work.

**Recommendation 6.** HLF needs to decide if it is going to proceed with shape file collection. Maintenance of a complete set would enable the production of maps representing area coverage (rather than centre location) and would also permit spatial analysis, for example of landscape partnership coverage in relation to land use, ecosystem services, habitat type and biodiversity, as well as links with social and economic well-being. However this will only happen if shape file collection becomes HLF policy, promulgated and directed through Case officers.

**Recommendation 7.** Stronger emphasis should be given to evaluation in application materials, with clear reference for example to the supplementary evaluation guidance summarised in this Report. The second-round Help Notes and in particular the draft LCAP structure should be revised so that monitoring and evaluation become embedded within each project plan

**Recommendation 8.** HLF should consider the establishment of a central electronic set of examples of documents (such as applications, LCAPS and monitoring/ evaluation reports) associated with the landscape partnership programme. This would simplify the job of qualitative evaluation of scheme outcomes, as well as provide a valuable information resource for training and other purposes.

One further recommendation relates to our collation of outcome data and examination of the wider benefits of HLF funding reported in the next section. In general we have found that data on 'hard' outcomes including physical works to the natural and built heritage is well documented but information on 'people' activities and benefits less so. In some cases, such as the impact of partnership activities on visitors across the whole of the partnership area, the absence of data is a consequence of the nature of landscape partnerships themselves, however we believe that clearer guidance needs to be given to partnerships regarding the collection of data (including baseline and output data) from individual projects. More robust and reliable visitor data, for example, would not be difficult to collect, however its collection would incur significant resource costs and these would need to be allowed for in HLF grant.

Similar considerations apply to community participation, volunteering, and training. For example a 2008 BOP study of HLF volunteering <sup>(38)</sup> was based on a sample of just over 200 volunteers from 23 Your



Heritage and Heritage Grants projects. It provided useful data on the demographics and motivations of volunteers and although the study could usefully be replicated for landscape partnership schemes, equivalent data could be collected by schemes themselves relatively easily. However this would require coordination and guidance beyond the informal advice provided as part of the present contract. The BOP study was carried out whilst the schemes were in operation, and so provided no longer term information about 'outcomes' for volunteers lasting beyond HLF funding. If respondents' contact details were available a more valuable study in this respect would be to repeat such surveys following the ending of the HLF project. If baseline data of this sort were to be collected (on volunteers, on local residents or on visitors) by landscape partnerships it would be important for HLF to provide survey guidelines so that results were comparable between schemes, so these could be aggregated over the programme as a whole. The resource costs of this would be significant and HLF might consider that monies would be better spent on delivery. One approach would be for individual projects to be selected for more detailed monitoring at an early stage and the data requirements specified in the LCAP.

**Recommendation 9.** HLF should consider whether it needs to provide formal guidance on the extent and nature of baseline and output data in regard particularly to 'people' outcomes, for example, linked to community engagement, volunteering and training.

#### **Box e. 'Laganscape'- counting visitors and capturing their experience in the Lagan Valley**

The Lagan Valley Regional Park lies along the River Lagan stretching for 17.6 km from Stranmillis, Belfast to Union Locks, Lisburn. In 2007 it became the first landscape partnership scheme in Northern Ireland. The scheme aims to maintain and enhance the area's landscape and environmental quality and cultural heritage, conserve native flora and fauna, the richness and diversity of semi natural habitats and species, and to provide opportunities for research, study, education and interpretation of the Regional Park. Works completed to date include the restoration of the Lock Keepers' Cottage, which is owned by Castlereagh Borough Council and open to the public,



and of the locks themselves in partnership with the Department of Culture Arts and Leisure (DCAL). 2,500 oak trees have been planted, two wetland sites conserved and there is an on-going programme of community events and activities. Laganscape won the Environmental Project of the Year Award 2009 promoted by the Northern Ireland Environment Agency / Sustainable Ireland Awards. Lagan Valley staff have installed automatic visitor counters at five locations and undertake a user survey every three years along the stretch of the towpath which runs through

the entire Regional Park. It includes questions on the purpose and frequency of visits and also employment status and other information about users. Scheme managers believe the results of these surveys will be a principal way in which impact can be measured.

### 3 Outputs and outcomes of the landscape partnership programme

This section of the report focuses on what the Landscape Partnership programme has delivered so far, both in terms of outputs (as revealed by the February 2011 Output Data submissions provided by the partnerships) and in terms of longer term outcomes and impacts.

- Section 3.1 summarises basic data in respect of the landscape partnership programme and area schemes across the UK.
- Sections 3.2 and 3.3 present headline outputs and outcomes in terms of the landscape partnerships programmes' achievements to date. Section 3.2 examines its contribution to natural and cultural heritage, and s. 3.3 does likewise in terms of benefits to people. These headlines only give a flavour of what has been achieved. More detailed output data are presented in Appendix III.
- Section 3.4 considers the wider benefits of 'landscape' and 'partnership' working that go beyond the outputs and outcomes associated with the four aims of the programme and extend beyond the life of HLF funding

In addition to evidence collected from Landscape Partnerships we have referred also to outcome evidence relating to the earlier Area Schemes. Because these schemes have now closed they provide insights into the longer term legacy which can endure some time after funding has ceased.

#### 3.1 Basic data

The 45 Landscapes Partnerships which had been awarded HLF funds by the end of March 2011 fall into five categories (table iii)<sup>i</sup>:

<b>Table iii Numbers and funding status of Landscape Partnership Schemes as of 1 April 2011</b>				
<b>Status</b>	<b>No.</b>	<b>Second round awards</b>	<b>% drawn down</b>	<b>Note</b>
<b><i>Schemes which have now completed</i></b>	5	£7.7m	86%	Excluding Area Schemes
<b><i>Mature Schemes</i></b>	8	£13.9m	62%	In delivery for more than 12 months, and which have drawn down over 50% of their funding
<b><i>Schemes in mid-delivery</i></b>	11	£16.8m	19%	Have been in delivery for more than 12 months, but have drawn down under 50% of their funding
<b><i>Schemes in early delivery</i></b>	10	£10.8m	6%	Awarded a second round pass less than 12 months ago.
<b><i>Schemes in development</i></b>	10	£17.2m		Awarded a first round pass and currently working up their LCAPs with a view to submitting for their second round award later in 2011.
<b>Totals</b>	<b>44</b>	<b>£66.3m</b>		Excludes one scheme (Windermere) under assessment.

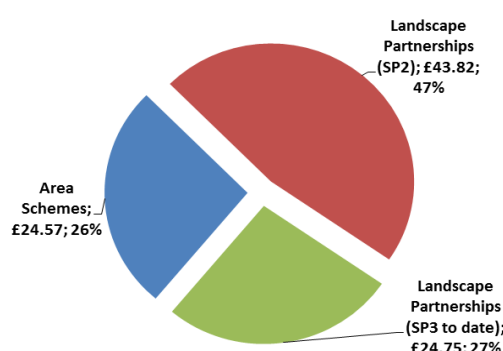
<sup>i</sup> A further 26 applications have been received for the 2011 round, and some of these will be awarded first round passes in the summer of 2011.

The figures above illustrate the way the Landscape Partnership programme is still very much in its growth stage – with a good deal more activity planned and committed than has actually been completed. While £66.3m has been allocated, only £19m has been drawn down so far. It should be noted that the percentage drawdown in the table above will in all but closed schemes be an underestimate compared with the amount of amount of work which has been undertaken, because partnerships submit their claims in arrears.

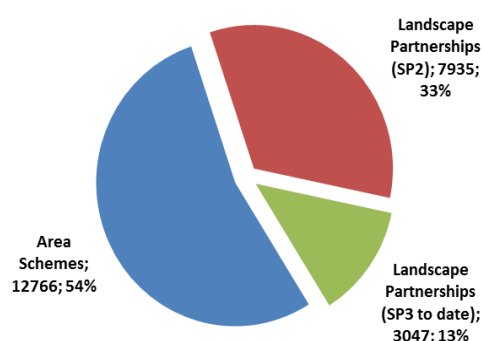
While the output data summarised in the following sections quantifies what all the landscape partnerships have achieved to date, the bulk of this delivery (and of the examples presented in the text) is down to the 13 schemes which have now completed or are classified above as ‘mature’. It is too early to draw many conclusions from the outputs and outcomes achieved by the other 31 schemes – 10 of which are still in development and have yet to deliver any outputs. Assuming the partnership schemes in development and early delivery perform in a similar way to the mature and closed schemes we would expect in total the programme will achieve some two to three times what has been accomplished to date.

### Distribution of funds and coverage of schemes between programmes and across the UK

To date, landscape partnerships and their predecessor area schemes have been allocated attracted a total of £93.1m of HLF grant, and cover nearly 24,000 km<sup>2</sup> (approximately 10%) of the total land area of the UK.



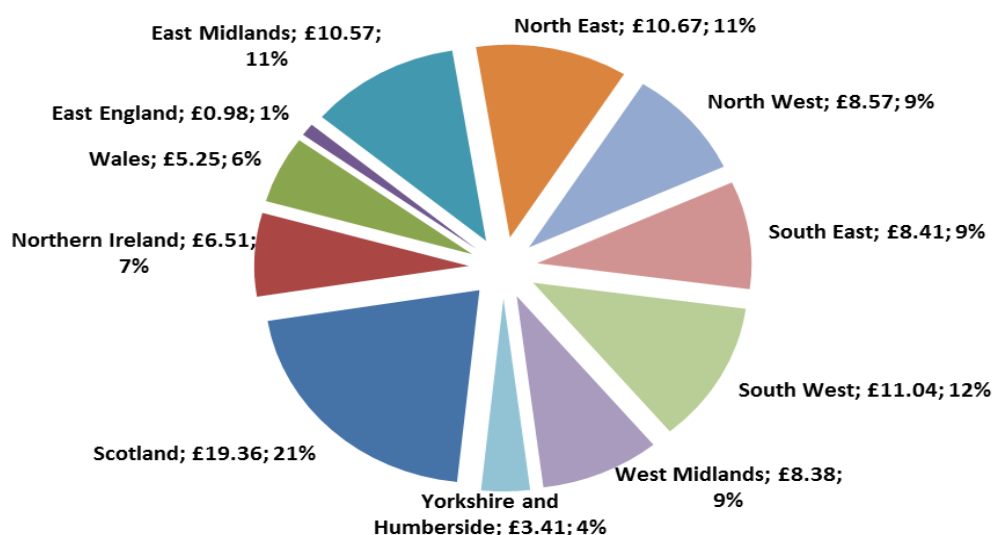
**Figure iv.** Distribution of HLF awards to Landscape Partnerships and to predecessor Area Schemes as £m and % of total award to date.



**Figure v.** Land area of Landscape Partnerships and Area Schemes, in km<sup>2</sup> and as % of total



The data summarised in figures i and ii above show that while total funding allocated to landscape partnerships is well in excess of that allocated to area schemes, the old area schemes were on average significantly larger (1,064 km<sup>2</sup> compared with 283 km<sup>2</sup> for SP2 schemes and 203 km<sup>2</sup> for SP3 schemes to date). HLF grant per unit area for landscape partnerships is therefore substantially greater, reflecting in part their broader more people focused mission.



**Figure vi. Distribution of HLF awards to Landscape Partnerships and Area Schemes by country and (English) region as £m and % of total.**

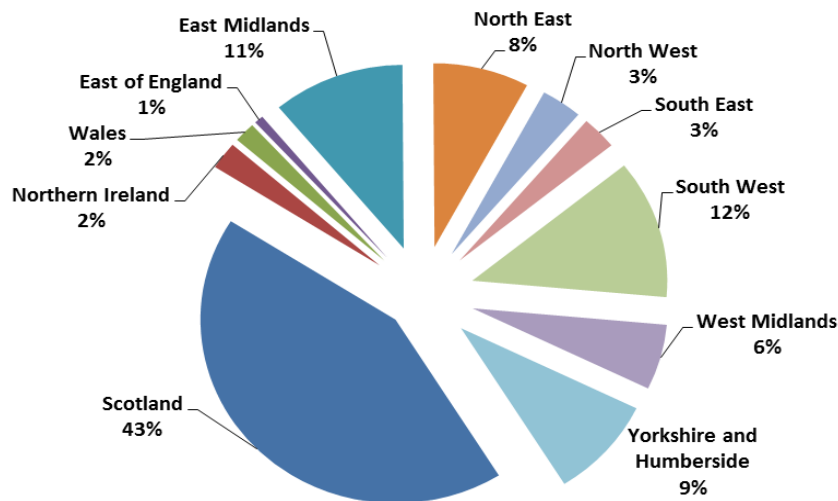
Figure iii above presents the distribution of HLF landscape partnership grant to date between different parts of the UK. Scotland, the South-West, the North-East and the East Midlands do well and the East of England and Yorkshire and the Humber (as well as Wales and Northern Ireland) less so.

<b>Table iv Numbers of landscape partnership and area schemes, combined area and % of land surface covered by country.</b>			
Country	No. of schemes	Area covered Km <sup>2</sup>	% total land area covered
<b>Scotland</b>	12	10,186	13.1
<b>Northern Ireland</b>	5	571	4.2
<b>Wales</b>	4	421	2.0
<b>England</b>	38	12,570	9.6
<b>UK</b>	<b>59</b>	<b>23,748</b>	<b>9.8</b>

Table iv (above) presents the distribution of landscape partnership and area schemes by country and percentage of the land area covered. In terms of land area England is close to the UK average, Scotland scores above the average and in Northern Ireland and Wales schemes cover a relatively small proportion

of the country. In each case the totals are somewhat inflated by schemes whose areas include foreshore or estuary which are not included in country land area totals.

Figure iv (below) presents the percentage of total landscape partnership and area scheme area by country and (English) region. Scotland, with 12 out of 59 schemes (20% of the total) accounts for 43% of total area covered. This high relative figure is in large part attributable to two very large schemes: Sulwath Connections and the Tweed Rivers Heritage Project<sup>i</sup>.



**Figure vii. Percentage of total landscape partnership and area scheme area by country and (English) region**

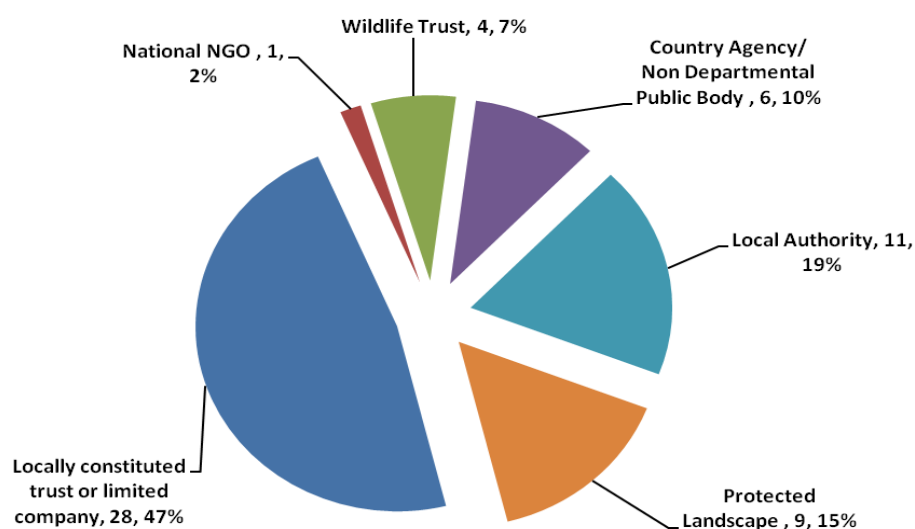
Area schemes also show the greatest range in area from 10 km<sup>2</sup> (Malvern Hills) to 5,000 km<sup>2</sup> (Tweed Rivers). The first tranche of Landscape Partnerships (SP2) present a range from 2.5km<sup>2</sup> (Kerridge Ridge and Ingersley Vale) to 3,055 km<sup>2</sup> (Sulwath). SP3 schemes range from 44 km<sup>2</sup> (Belfast Hills) to 900 km<sup>2</sup> (Lincolnshire Coastal Grazing).

### Lead bodies

Every landscape partnership is convened by, or appoints, a 'lead body' which is the organisation with which HLF contracts to deliver the programmes of work. Other partner organisation then 'buy-in' to the programme through a partnership agreement. Just under half of the Partnership lead bodies are local organisations – see figure v below. If protected landscapes (national park authorities and AONB partnerships) are combined with other local authorities these account for just over one third of the partnerships by number.

Over the past twelve months, as public sector finances have been squeezed, the apparent trend is that statutory agencies are taking more of a back seat, and the voluntary sector is more often taking on the lead-body role.

<sup>i</sup> Two area schemes – Tweed Rivers and Nadair – received recurrent funding; in the above and in other analysis totals their areas are counted only once.

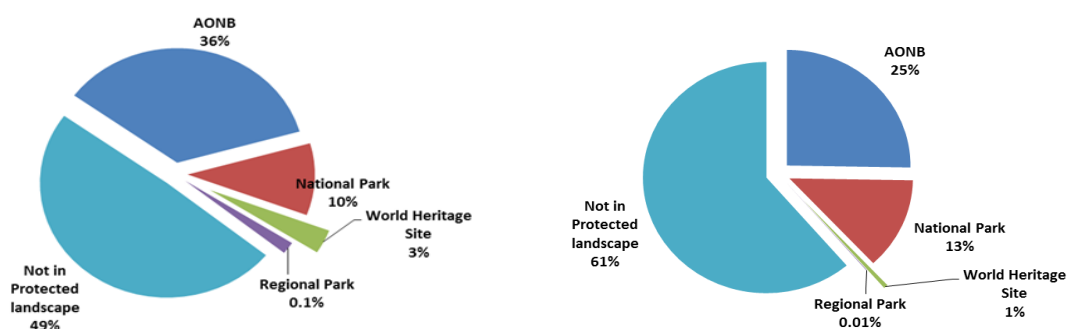


**Figure viii.** Lead bodies of landscape partnership and area scheme by number of schemes and percentage of total

### Protected landscapes

Landscape partnerships (and their predecessor area schemes) are presently over-represented in protected landscapes; for example 36% by number and 25% by area of all landscape partnerships are in or associated with AONBs (figure vi) which cover less than 10% of the land surface.

Table v Numbers and area covered by landscape partnership and area schemes in protected landscapes		
Protected landscape category	Number of schemes	Total area of schemes km <sup>2</sup>
AONB	21	6,108
National Park	6	3,105
World Heritage Site	2	136
Regional Park	1	17
Not in Protected landscape	29	14,802
<b>Total</b>	<b>59</b>	<b>24,168</b>



**Figure ix.** Numbers (left) and area covered (right) by landscape partnership and area schemes in protected landscapes

This association of landscape partnerships with protected landscapes seems likely to be not just because protected landscapes by definition encompass many of our more 'eminent' landscapes, but because the existence of an administrative infrastructure and traditions and experience of partnership working have made it easier for strong applications to be put together. This may reduce the risk of failure in delivery and it may also increase the chances of the benefits of the approach being continued beyond the end of HLF funding. It may also be easier to demonstrate the benefits of this sort of approach within the context of a protected landscape.

<b>Table vi UK protected landscapes with landscape partnership and area schemes</b> (Excluding schemes based in Scottish National Scenic Areas)			
<i><b>Protected Landscape</b></i>		<i><b>Scheme Title</b></i>	<i><b>LP or AS</b></i>
Arnside and Silverdale	AONB	Arnside-Silverdale Limestone Heritage Project	AS
Blackdown Hills	AONB	Neroche Project within the Blackdown Hills	LP(SP2)
Blaenavon/ Brecon Beacons (part)	WHS/ NP	Blaenavon Forgotten Landscapes	LP(SP2)
Caradon Hill and Minions	WHS	Caradon Hill Area Heritage Project	LP(SP2)
Chichester Harbour	AONB	Rhythms of the Tide - Chichester Harbour	AS
Clwydian Range	AONB	Heather and Hillforts/ Y Grug a'r Caerau (Denbighshire)	LP(SP2)
Cotswolds	AONB	Caring for the Cotswolds	AS
Dedham Vale	AONB	Managing a Masterpiece: The Stour Valley Landscape Partnership	LP(SP2)
Dorset	AONB	Carving a Foundation for the Isle of Purbeck/ Keystone Project	LP(SP2)
Druridge Bay	HC	Druridge Bay Coal & Coast Project	LP(SP3)
Exmoor	NP	Exmoor Moorland Landscape Partnership	LP(SP2)
High Weald	AONB	Weald Forest Ridge Landscape Partnership	LP(SP2)
Isle of Wight	AONB	West Wight Landscape Partnership / Through the Eyes of the Needles	LP(SP2)
Kent Downs	AONB	Medway Gap 'Valley of Vision'	LP(SP2)
Kent Downs	AONB	Over the White Cliffs	LP(SP3)
Lagan Valley	Regional Park	Lagan Valley Landscape Partnership/ Laganscape	LP(SP2)
Lake District	NP	Bassenthwaite Reflections	LP(SP2)
Lake District	NP	Windermere Reflections	LP(SP3)
Llyn	AONB	Llyn Coastal Heritage Project/ Partneriaeth Tirlun Llyn/ Living on the View	LP(SP3)
Malvern Hills	AONB	Malvern Heritage Project	AS
Mourne	AONB	Mourne Mountain (Kingdom) Landscape Partnership	LP(SP3)
North Pennines	AONB	Unique North Pennines	LP(SP2)
North Pennines	AONB	Heart of Teesdale Landscape Partnership/ Tees Vale & Barnard Castle Vision	LP(SP3)
Peak District	NP	Moors for the Future	AS
Shropshire Hills	AONB	Blue Remembered Hills	AS
Solway Coast	AONB	Sule Way - The Solway Wetlands	LP(SP3)
South Devon	AONB	Life into Landscape	AS

Sperrins	AONB	Sperrin Gateway/ Five Parishes Landscape Partnership	LP(SP2)
Wye Valley	AONB	Overlooking the Wye	LP(SP2)
Yorkshire Dales	NP	Dales Living Landscape	AS

An issue arises relating to the degree to which landscape partnerships should be integrated with the protected landscape delivery mechanisms. Some have argued that the scheme should be administered – and delivered – at ‘arm’s length’ from the protected landscape, to ensure that the partnership (and its funding) should be genuinely additional. Others have argued that this would involve an unnecessary duplication of resources and that delivery will be achieved more effectively by co-locating with the protected landscape, where infrastructure, administrative support and a degree of long term legacy can be assured.

It has also been suggested that, notwithstanding the potentially higher risks, the benefits of the landscape partnership approach might be even greater in areas outside protected landscapes, particularly in degraded or neglected landscapes and in areas of significant social deprivation where ‘landscape’ and ‘partnership’ working are often a novelty. A number of protected landscapes have targeted their landscape partnership applications in less favoured areas – for example, the Kent Downs AONB’s ‘Valley of Visions’ is focused not within the AONB but on an excluded degraded landscape of industrial decline. The Stour Valley Landscape Partnership is also interesting because the partnership itself includes the Dedham Vale AONB whose responsible local authorities decided some years ago to extend the coverage of the management plan to the whole of the Stour Valley, not just the designated area for which a management plan was a legal obligation. Again, HLF funding has helped to deliver the benefits of protected area working to a wider landscape and a wider public. Recent schemes have focused increasingly on areas outside protected landscapes, including – in the case of Trent Vale and Blaenavon – some areas of social deprivation. This is not only reducing the distributional imbalance mentioned above, but it may also be seen as manifesting in practice one of the claimed functions of protected landscapes – that is, to act as test beds for innovation in rural management and governance which can be subsequently extended to the wider countryside.

## 3.2 Heritage benefits

In the following sections we summarise the quantitative (output) data submitted by partnerships, backed up by notes to give an idea of the scope of the activities and achievements - including the longer term outcomes - of partnerships and of the project that they have undertaken. We also present some case studies to bring things to life. In almost all cases projects have delivered multiple benefits – across ‘natural’ and ‘cultural’ heritage as well as ‘people’ benefits and the case studies - here as well as elsewhere in the report - present only partial snapshots of what has been achieved.

### Biodiversity

#### Biodiversity at a glance:

- 1,900 ha of priority grassland and heath habitat have achieved favourable condition or been restored, and grassland and heath sites have been extended by 134 ha.
- 254 ha of priority woodland habitat have achieved favourable condition or been restored, and woodland sites have been extended by 885 ha.
- 247 ha of priority wetland habitat have achieved favourable condition or been restored, and wetland sites have been extended by 25 ha.
- 80 ponds have been maintained, restored or expanded, while 82 km of river and 56 km of riparian habitat have been restored
- 936 ha of coastal and floodplain grazing marsh have achieved favourable condition or been restored.
- 34 km of hedgerows and 20 ha of traditional orchards have achieved favourable condition or been restored.
- Nearly 5,500 trees have been planted.
- 17 partnerships have undertaken projects directed at the conservation of individual species.

One third of the Landscape partnership schemes report their biodiversity achievements on the Biodiversity Action Reporting System<sup>i</sup>

Conservation of natural heritage features in all Landscape Partnership schemes. The headline data above are for the most part aggregated over a range of individual priority habitat types for which where UK targets exist they are expressed in different ways, so that comparisons need to be made with care, and in other cases no targets have yet been set, for example:

- Within the 2,034 ha of priority grassland and heath subject to partnership work, 923 ha of lowland heath has been restored (1.4% of the UK target) and an additional 108 ha (4.9% of the UK target) created. Works to upland heath have contributed some 1.3% to the relevant UK targets. Significant outputs appear to have been secured on lowland calcareous grassland which are difficult to match to UK targets but appear to be amount to between 1.5 and 3% of the national target for restoration or expansion.
- The 152.6 ha of grazing marsh restored under partnership schemes to date amounts to 2.2% of the UK 2010 target for restored relict and new habitat.

<sup>i</sup> BARS – a process arising from the UK Biodiversity Action Plan, see <http://ukbars.defra.gov.uk>

- The 500 ha of blanket bog restored by partnerships to date is equivalent to 1.7% of the UK 2010 target for a 'measurable increase' of bog in favourable or recovering condition.
- Works to hedgerows contribute less than 0.1% to national targets for enhancement and restoration. Partnerships responsible for the creation of 10 ha of new arable field margins were not able to relate these to the BARS targets which are expressed separately for low-input cultivation, wild bird seed, flower-rich, and permanent grass. No UK targets have yet been set for traditional orchards. Or for pond restoration or creation.
- Many UK priority habitats do not yet feature in works undertaken by partnerships – for example, upland woodland, maritime habitats (other than grazing marsh)

Although these are reported as outputs (i.e. as works achieved), many of the works involved will endure beyond the end of HLF funding they can also be regarded as outcomes. In the majority of cases these conservation activities have been undertaken in the context of a site management plan. The existence of plans and institutional support will help to ensure that appropriate management is continued into the future. Some of the approaches to management are also likely to be pursued long term – for example the purchase of conservation grazing stock by the Valley of Visions partnership in 2009/10 and the establishment of a conservation grazing ring. In most cases habitats works have been undertaken on the basis of a good evidence base, and it is pleasing to note that many projects have involved the collection of baseline data against which changes in the long term can be assessed. Data on species and habitat condition is generally more readily available than are data on other aspects of Landscape Partnership work.

In addition to habitat works, many of the partnerships are delivering projects which support the recovery / survival of individual species:

<b>Table vii Projects focussing on one or more species (examples)</b>	
<b>Sulwath Connections:</b>	Atlantic Salmon <i>Salmo salar</i> , Black Grouse <i>Tetrao tetrix</i> , Natterjack Toad <i>Epidalea calamita</i> , Red Kite <i>Milvus milvus</i>
<b>Valley of Visions :</b>	Juniper <i>Juniperus communis</i> , Adonis Blue butterfly <i>Polyommatus bellargus</i> , Daubenton's Bat <i>Myotis daubentonii</i> , Natterer's Bat <i>Myotis nattereri</i> , Brown Long-eared Bat <i>Plecotus auritus</i> , Whiskered/ Brandt's Bat <i>Myotis mystacinus/ brandti</i> ,
<b>Living North Pennines:</b>	Water vole <i>Arvicola amphibius</i>
<b>Tywi Afon yr Oesoedd:</b>	Hazel Dormouse <i>Muscardinus avellanarius</i>
<b>Trent Vale:</b>	Otter <i>Lutra lutra</i>
<b>Dalriada:</b>	Black Grouse
<b>Lagan Valley:</b>	Ancient Oaks <i>Quercus</i> spp., Red Squirrel <i>Sciurus vulgaris</i> , Badger <i>Meles meles</i> , Barn Owl <i>Tyto alba</i> , Daubenton's Bat, Kingfisher <i>Alcedo atthis</i> , Swift <i>Apus apus</i>
<b>Overlooking the Wye:</b>	Lesser Horseshoe Bat <i>Rhinolophus hipposideros</i> , Natterer's Bat, Long eared bat, Greater Crested Newt <i>Triturus cristatus</i> , Otter, Dormouse
<b>South Pennines Watershed:</b>	Twite <i>Carduelis flavirostris</i>

In the majority of cases biodiversity projects have been led by partner bodies such as the RSPB, county wildlife trusts or other well-established NGOs, local authorities and / or country agencies. In line with these partners' own priorities and missions biodiversity projects undertaken by landscape partnerships:

- Nearly always are focused on habitats and species with local heritage value, in part because they are perceived locally as being under threat or in need of restoration / protection.

For example, one 'Managing a Masterpiece' partnership project involves the Suffolk Wildlife Trust, the National Trust and FWAG working together to replant some 12.5 km of hedgerows to form wildlife corridors together with about 50 trees re-pollarded and 30 new riverside trees planted alongside the River Stour. Dormouse and harvest mouse surveys will involve local volunteers and community groups. Data from these will be fed into the local Biological Records Centre.

One of the Habitats & Hillforts restoration projects has expanded the heathland area within the Bickerton Hill SSSI by returning a 10acre field from a clover dominated improved grassland to acid grassland/lowland heathland. The success of the project will be monitored by local groups.

- Often support habitats and species identified as local biodiversity action plan priorities, and sometimes national biodiversity targets.

Sea-grass (*Zostera*) beds (an Orkney and UK BAP habitat) are being targeted by the Scapa Flow partnership. The skate project (also at Scapa Flow) will benefit four species on the Orkney LBAP, which are also on the Scottish Biodiversity List and/or UKBAP list: Tope (*Galeorhinus galeus*), Spur Dog (*Squalus acanthius*) and Thornback Ray (*Raja clavata*) as well as Flapper Skate (*Dipturus intermedius*).

Works on Purbeck Ridge led by the Purbeck Keystone Partnership have restored 190 ha of chalk grassland to favourable condition fulfilling the LBAP target and contributing 1% to the national UKBAP calcareous grassland target for this priority habitat). The Partnership is also contributing to the UK Grazing Marsh BAP target for habitat rehabilitation and Freshwater Management (water levels), as well as restoration of Coastal and Floodplain Grazing Marsh in the LBAP.

Partnership work also contributed to the overall 2010 biodiversity target, for example in Neroche where two SSSIs have been brought from unfavourable to recovering condition. Looking to future initiatives, the South Pennines Watershed Landscape partnership has made contributions to the Integrated Biodiversity Delivery Area (IBDA) pilot.

- Link together to produce a step change in the biodiversity value and landscape quality of the area. Led by the Forestry Commission the aims of the Grow with Wyre landscape partnership include the restoration of some 3,000 ha of the Wyre Forest. This includes projects to restore traditional orchards and recover forgotten fruit varieties, restore and recreate hedgerows, locate, survey, and produce management plans for veteran trees. In collaboration with Butterfly Conservation volunteers are being trained to identify and record butterfly species as indicators of habitat quality. Habitat works are closely integrated with a growing understanding of the historic landscape based on a LiDAR survey of archaeological heritage led by the Worcestershire Historic Environment & Archaeology Service.
- Beyond the intrinsic value of works to biodiversity, all works focused on natural heritage contribute in one way or another to the provision of 'ecosystem services'.

In some cases (such as the enhancement or maintenance of traditional Black Poplar populations in Blue Remembered Hills), these may be primarily 'cultural services' such as educational, scientific, recreational and aesthetic value.

In other cases (such as the major programme of peat restoration in Moors for the Future) these involve the maintenance or improvement of fundamental 'regulating services' including carbon sequestration and ground water regulation.



**Box f. 'Wet and Wonderful' – Landscape scale working in the Avalon Marshes**

Avalon Marshes is 135 km<sup>2</sup> of wetlands covering 24 parishes in the Somerset Levels. It is an engineered, 'hydraulic' landscape where water levels are critical to land use and human activity. A major task is to maintain good relations with (and negotiate conflicts between) different interests. Much of the area is designated (a Ramsar Site, Special Area of Conservation / Special Protection Area / National Nature Reserve and SSSI). Conservation generally depends on maintaining a high water table. For many of the over 500 land-owners drainage to lower the water table is the basis of their livelihood.



The local population of 20,000 (10,000 in Glastonbury) is swelled by day visitors, particularly bird watchers (encouraged by an Autumn Watch programme on starlings). Access is a particular issue and one project is to construct a visitor and education centre to cater for 75,000 visitors per year.

A significant proportion of the land is used for peat extraction. Another project in the scheme (led by Somerset Wildlife Trust) involves working closely

with the largest peat company, Godwins, to improve the wildlife value of exhausted peat workings. This involves working on private land and it is important to avoid 'state aid' conflicts by ensuring that works are in addition to planning requirements on the peat extractors. 'Legacy' outcomes include not only the future use of the new visitor centre, the wildlife value of old peat workings, but the perceptions and attitudes of local people (and visitors) who continue to work together to ensure that the area will provide a home and livelihood for wildlife and people in the future.

## Built and archaeological features

### Built and archaeological features at a glance:

- Nearly 4,000 sites and buildings have been surveyed or recorded - including nearly 400 listed buildings and 850 Registered Sites or Monuments.
- 56 built heritage features have been repaired or restored.
- 278 built heritage features have been conserved.
- 365 built heritage features have been interpreted -including 207 Scheduled Monuments and 29 industrial heritage sites.
- 6 historic buildings have been adapted for a new use.
- 31 km of dry stone walls have been repaired or restored.
- Partnerships have become involved with a wide range of different forms of built heritage, the most common types falling into the categories: domestic, defence, religious, memorial, commercial and civil structures.

Some landscape partnerships have archaeology and the historic landscape as a principal focus. The Cheshire Habitats and Hillforts partnership is based around six Iron Age hillforts, aiming to conserve, restore and preserve these sites. Three training excavations to date have provided volunteer opportunities and have helped inform future management. Where partnerships were not initially focused on the historic landscape the majority of the schemes nonetheless include projects directed at individual built or archaeological features. These represent some of the most enduring outputs of Landscape Partnership work, and most of these can be regarded as outcomes in the sense that they endure beyond the end of HLF funding. HLF guidelines require all works over £10k to be secured through management agreements with the owner/ occupier. The effectiveness of this approach is dependent on adequate monitoring and inspection arrangements. Greater security is achieved through the landscape partnership approach when individuals within the locality- whether private landowners or local residents - have been involved in restoration works, and retain an interest in the site.

Many partnership projects relate to undesignated but nonetheless locally significant buildings such as the restoration of Old Willow Works at Beckingham, one of the last buildings of its kind in the Trent Vale, explicitly designed to be cold and damp. Where buildings are primarily of local interest it has often been possible for them to be brought back into use. In the Purbeck Keystone project a restored quarry shed is now used by the Burngate Stone Centre as a venue for stone carving courses (box g). Beyond enhancements to the intrinsic value of heritage restored, outcomes include physical benefits (such as the leisure uses of restored buildings as community assets) and the intellectual and affective benefits of increased understanding, appreciation and commitment, particularly where archaeology has been the basis for community engagement, for example in the Stour Valley where there have been community archaeological digs at Clare Castle, Wormingford Hill and Mount Bures Castle, along with practical building conservation workshops on two historic barns.

**Box g. Carving a Foundation for the Isle of Purbeck**

The Purbeck Keystone Project includes restoration of an old quarry shed and its promotion as the Burngate Stone Carving Centre which now provides facilities and expert tuition for traditional stone carving skills for people of all ages and abilities. Following the end of HLF funding the Centre has been handed over to the Purbeck Stone Centre Trust (a company and a charity) working to an HLF approved Business Plan under which the centre will be self-funding. In the event that the stone centre is unable to continue functioning as a community resource, responsibility for the structures will return to the National Trust and be rented out for masonry and carving business workspace.

**Box a. Conservation of historic churchyards in Sulwath**

‘Sulwath’ is the ancient name for the Scottish side of the Solway Firth. From the 5th century, when St Ninian is said to have introduced Christianity to the region, there was a long period of Christian worship centred on medieval monasteries and later churches. Many remains of these can be found in old churchyards which are now designated as Listed Buildings or Scheduled Monuments.

Sulwath Connections, working in partnership with Historic Scotland and Solway Heritage, is consolidating the ruined church structures and boundary walls of four architecturally and archaeologically important local churchyards - at Wigtown, Minnigaff, Dalton and Sark. These were identified in a survey by Dumfries and Galloway Council in the late 1990s which provide baseline data against which the future benefits of the project can be assessed.



In addition a series of training days for local building contractors and stone masons have promoted the use of traditional and boundary lime mortars. Interpretation with panels on site and through a web based resource is another strong element of the project.

**Box h. Discovering, recording and promoting Bute’s archaeology and built.**

Bute is a small island with just 7,000 inhabitants. The dynastic succession of Stuarts since the 13th Century has resulted in extensive estate influence in all aspects of island life, but particularly in land use patterns and architecture. Works to archaeology and the built include the restoration of Thom’s Cuts - a major feat of hydraulic engineering which once supplied water to Bute’s textile industry - and of the old Tramway, disused since the late 1930s, so that people can walk safely from Port Bannatyne on the east coast to Ettrick Bay on the west. Archaeological research is another focus;- working with

the Royal Commission on the Ancient and Historical Monuments of Scotland (RCAHMS) over 900 known and new archaeological sites have been recorded. Lasting outcomes from the work - in addition to the raw data now incorporated in RCAHMS archives – include a new book<sup>(17)</sup> detailing Bute's archaeological history. This was launched in November 2010 in Rothesay Castle by the Scottish Parliament's Cabinet Secretary for Education and Lifelong Learning.



Long term legacy is dependent on the Mount Stuart Trust, the land owner for 90% of the partnership area which has committed £100k as an 'In-Kind' contribution for the maintenance of the projects and has undertaken to continue monitoring for the next 10 years. The Marquis of Bute is also funding four annual bursaries for archaeology students to develop research projects which focus on the archaeology of the Bute. One important outcome however is the new experience, understanding and enthusiasm generated amongst the Bute community which has already led to proposals for new archaeological work and will contribute to the visitor experience on the Island.

There have also been other less tangible outcomes. Emigration over many years is associated with economic depression, particularly in Rothesay where HLF have recently funded a Townscape Heritage Initiative. Another major development has been the formation of the Bute Community Land Company to purchase the Rhubodach Forest in the northern part of the island to protect an important area of natural and cultural heritage and provide an additional community and visitor resource. These initiatives complement the impacts of the landscape partnership but will also make it difficult to evaluate the achievement of the partnership in isolation. 'The Sons & Daughters of Bute' project has collected older people's memories on and this is linked with a social inclusion project called 'Step-Up' which involves young people and other excluded individuals in the filming, editing, creating of DVDs and in placing the work on the website. In fact the website, <http://www.discoverbute.com/> is one of the distinctive features of the partnership and includes an extensive archive of short (1-minute) videos and a photo gallery of activities. Whilst these record activity rather than outcome, the archive and gallery are themselves 'outcomes' to which people can refer in the future.

### Industrial, maritime and transport

Comparatively few outputs relating to industrial, marine and transport heritage have been reported, and many of these are primarily interpretation projects. At least two of these projects relate to recent heritage. A project delivered by the Isle of Wight's 'Through the Eyes of the Needles' partnership uses oral history recording and other forms of interpretation to tell the story of the local contribution made in the 1950s to the UK space programme; the Scapa Flow partnership in addition to a primary focus on the wartime naval significance of the area, is also documenting the more recent story of power in the Orkneys, looking at the oil terminal built on Flotta in the 1970s and current renewables opportunities.



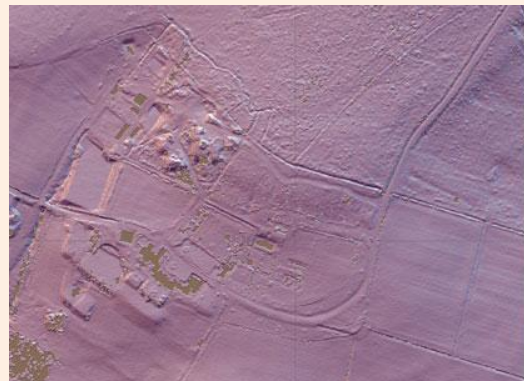
The Crinan Canal is one of the key features of the Dalriada landscape, and the Dalriada Partnership is promoting its enjoyment by developing walking routes and providing interpretation and information on the Canal's history. In the Stour Valley the partnership is restoring the Stour lighter 'John Constable' using traditional boat building techniques. This work is being carried by an HLF funded apprentice, and the end product will be a working boat. The same partnership is running courses which will equip volunteers to survey riverside structures alongside the Stour Navigation.

Marine projects include the restoration of a stopnet fishing boat by the Overlooking the Wye partnership, which will also highlight the 'Wye Tour', both in terms of the development of domestic tourism and its link to the Picturesque movement; Sulwath Connections have completed repair works at an historic harbour site that also acts as the gateway to an important local nature reserve.

The principal promoted route through Blaenavon - the forgotten landscape - is called the 'Iron Mountain Trail'. Running for some 17km, a significant proportion of this route runs along what previously were railways (tram roads), and the partnership is improving this route for visitor access. Beyond their intrinsic value as heritage features, or their benefits in terms of access and recreation, such linear features, whether restored or replaced, form important elements in the landscape fabric.

#### **Box i. LiDAR and community surveys in the Weald Forest Ridge**

The Weald Forest Ridge runs in an almost unbroken line east-west from Tunbridge Wells to Horsham in close proximity to a number of large urban settlements, making it an important recreational resource. It is the highest ridge of the High Weald AONB (which hosts the landscape partnership scheme) and within it are the remnants of the Weald's four great medieval forests, as well as numerous rock outcrops. The Historic Environment Awareness Project which is part of the partnership scheme includes a LiDAR archaeological survey of the whole 328km<sup>2</sup> scheme area followed by community surveys of at least nine, extensive, woodland sites. Survey results have been supplied to County HERs, and a broader, desk-study initial interpretation of LiDAR data has also been undertaken, to inform any future survey work that might be undertaken on specific sites outside of the Scheme timescales. This was coupled with an attitudinal survey of woodland owners leading to management agreements in a number of sites. In addition the LiDAR results have been used with community groups under expert guidance reconstruct past land use. This runs in parallel with partnership heritage training projects on the built heritage run in collaboration with the Weald & Downland Open Air Museum. An emerging regional Forum - the South East Woodlands Archaeology Forum - has been heavily involved with the project and has contributed much survey time.



Unfortunately it is not possible to estimate the national contribution of the Programme to the overall protection of the built and archaeological heritage because the Heritage at Risk registers (maintained by the country agencies and only launched in 2009) currently apply only to Listed Buildings, Scheduled Monuments, Registered Parks and Gardens, Registered Battlefields and Protected Wrecks.

## Museums, libraries and archives

### Artefacts and archives at a glance:

- 13 schemes have delivered projects which have resulted in new catalogues in museums or archives
- 7 projects have resulted in an exhibition open to the public.
- 14 projects have created or improved museum or archive interpretation
- 6 projects have led to restoration and/or safe storage of existing collections or archives

Preservation of moveable artefacts, their documentation and dissemination of the results is a significant element of many landscape partnership schemes. Museum projects include the involvement of Kilmartin House Museum as a partner in the Dalriada Project, where much of the project activity has contributed to the research work and collections of the museum, and the Scapa Flow partnership where repairs to two museums are ongoing. A number of partnerships are involved in archiving projects: Teesdale Heritage - a partner in the Unique North Pennines partnership - is currently working to catalogue an estimated 94,000 images, expecting that some 50,000 of these will be catalogued by the time the scheme finishes. The Trent Vale partnership reports that - as a result of demand from several local communities - training in local archiving has been introduced as a new project in early 2011. An archive project — 'Medway Memories' — in the Valley of Visions is using audio and video recording to capture the memories of people that lived in and around the partnership scheme area. Other projects involve the use of existing archives – for example 'Overlooking the Wye' is using archive resources for interpretation of the Wye Tour and literary materials in a number of interpretive panels. The Habitats and Hillforts Landscape Partnership scheme includes an assessment of the archives of previous excavations at all the hillforts is being carried out, in the light of current archaeological knowledge. Some of these excavations date from the 1930s, and this evidence will be re-interpreted in the light of recent fieldwork at similar sites elsewhere in Britain. This has provided greater clarity concerning the constructional sequence of the hillforts, feeding into other interpretation and access projects and helping to provide enhanced understanding of these sites and their place in the contemporary landscape.

### Box j. 'Intangible' events in Habitats and Hillforts

The Habitats and Hillforts partnership includes several projects involving 'intangible cultural heritage'. A digital artist in residence has produced a set of time-lapse photographs, now on You Tube. This led on to a new project entitled 'rural women' which involves the collection of images and audio interviews with women farm workers living around and on the Cheshire ridge. A play with music 'Forgotten Fortress' commissioned from 'Theatre in the Quarter', a company based in Chester toured the area playing in a variety of local venues and was very well received, raising awareness of Cheshire's hillforts amongst a wide audience including community groups and school children. Hillfort Glow was a late evening event through which local people could test the extent to which people on the hillforts centuries ago would have been aware of one another –for example if they could have seen the glowing fires across the hills. Surveys show that participants greatly enjoyed all three events. However it would be very difficult to evaluate any longer term impact.





## Intangible cultural heritage

Several of the less tangible aspects of landscape partnership work, such as the enhanced understanding and awareness of heritage that may result from educational or interpretive projects, or the knowledge and skills that may be the focus of training and volunteer activities, are dealt with in ‘people’ benefits in the next section. Besides this, however, many (though by no means all) partnerships have undertaken projects which, in addition to the physical outputs discussed above, help sustain less tangible aspects of living heritage such as language, oral tradition, historical memory, calendar customs and festivals.

Sometimes these may be a specific focus of projects; more often they are a (sometimes incidental) by-product. For example research into place names, landscape interpretation and archive work as well as the experience of volunteers working on projects involving physical heritage, may all enrich local identity and the understanding, and ‘sense of place’ on the part of local residents and visitors alike. Either way outcomes in relation to ‘intangible cultural heritage’<sup>i</sup> may be problematic (as well as difficult to evaluate). In the UK context the concept of an ‘indigenous community’ is often unhelpful. Questions of authenticity arise; our earlier consultation revealed a view that ‘celebration’ of heritage could on occasion encourage the inclusion of somewhat contrived ‘events’ which might amount to little more than a confected pastiche of heritage. This is especially true in respect of ‘public’ events, for example where professional groups have been paid to stage or facilitate a pageant which had only a tenuous connection with the ‘heritage’ to which they were supposedly linked. In contrast, it has been suggested that activities for school children can feel less contrived, not least because school teachers can act as the appropriate arbiters of content and technique). Questions of ‘whose heritage?’ arise and it has been suggested that projects focused on ‘intangible’ cultural heritage should seek to understand (and question, rather than reinforce) relations of power (such as class, gender, or ethnicity).

In this context the replacement of the landscape partnership aim ‘*conserve and celebrate the cultural associations and activities of the landscape area*’<sup>(29)</sup> with that of increasing ‘*community participation in local heritage*’.<sup>(31)</sup> can be seen as a positive one which has already led to interesting outcomes. For example on the Isle of Bute – an area dominated by a single landowner - one project to ‘celebrate’ the family’s historic connections with the area was dropped, not because of opposition in principle (though it is likely that this existed) but because the family trust itself decided that the proposed exhibition was inappropriate. In Scapa Flow, one of the most successful projects has been collecting oral testimony from residents and veterans who have memories of the area’s role in the Second World War, and in Blaenavon, interpretive material balances presentations of the foundry owners’ technical innovation and entrepreneurship with accounts and the hardship – and militancy – of the foundry workers. In each of these examples it seems likely that the impact will vary greatly between individuals (whether project participants, local residents or visitors) and that collectively the social capital that accrues is likely to be significant, although in such cases these outcomes would be difficult to capture.

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<sup>i</sup> As defined in the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage (2003), to which the UK is not a signatory – see [www.unesco.org/culture/ich/index.php?lg=en&pg=00002](http://www.unesco.org/culture/ich/index.php?lg=en&pg=00002)

**Box k. 'A lukk at dialect roond the shores o Scapa Soonds'**

Scapa Flow has been a safe anchorage since Viking times when Norwegian settlers began arriving in Orkney. Its sheltered location made it an ideal base for the Royal Navy in both World Wars. The Scapa



Landscape Partnership is conserving structures from ancient stones to military buildings and shipwrecks, recording the 'graffiti' of quarry workers, and the memories of older residents.

Orkney's Norse heritage is most evident in the islands' place-names most of which are derivatives or corruptions of original Old Norse names with very few of those of Celtic and Scottish origins. However remnants of the Old Norse language (known as Norrœna, or Norn, still spoken in the 1700s) can still be clearly heard in today's Orcadian dialect. The Orkney Dialect Project is recording and analysing variations in the use of dialect including the influence of fishing, farming and crafts and of the oil industry. One outcome – beyond a PhD for the principal researcher – will be an



archive of interviews, a valuable baseline against which future development of the dialect can be assessed.

**Box l. Capturing intangibles – the Welsh language in Llŷn**

The Llŷn Peninsula reaches into the Irish Sea from the northern end of the Cardigan Bay. It is an AONB, a Heritage Coast and a Landscape of Outstanding Historical Interest. In addition to farming and fishing the area depends on tourism. Because of its remoteness the Peninsula has managed to retain its unique cultural character although generations of people were forced to



leave for economic reasons. It is one of the strongholds of the Welsh language, literature and poetry. Welsh remains the main language. Partneriaeth Tirlun Llŷn – the Llŷn Landscape Partnership - was established specifically to enable residents and visitors alike to learn about, and better appreciate, the heritage that forged that landscape and its culture. Llŷn's 'Anchor of the Language' projects include language courses in Welsh, The Welsh Business project aims to encourage and develop business opportunities linked to heritage and the landscape and to strengthen the local economy. The Llŷn LCAP includes no clear indicators or baseline data for the evaluation of the scheme's outcomes so the impact of the language initiatives, at least, will remain 'intangible'.

### 3.3 People benefits

Three of the four landscape partnership aims address the ways in which people can become involved in their heritage – through community participation and volunteering, by improving the physical and intellectual access to heritage, and through training in local heritage skills. In this part of the report we again summarise the output returns from partnerships and examine also some of the less tangible benefits. Partnerships had the option – as they did in relation to the natural and cultural heritage outputs – to provide a qualitative commentary on the data they supplied. We received many more comments regarding the ‘people’ outputs than we did regarding the ‘heritage’ outputs, suggesting perhaps that the people achievements are more difficult to capture by numbers alone.

#### Community participation

##### Community participation at a glance:

- Nearly 1,000 schools, colleges and universities have been involved and 35,000 pupils/students have had an opportunity to benefit from the programme.
- Over 500 youth and community groups have been involved, benefiting over 7,000 individuals.
- There have been nearly 800 school visits to site and 400 outreach visits to schools.
- Nearly 1,000 family or adult learning activities have taken place.
- 44 cultural tradition projects and 44 oral history projects have been undertaken.
- 22 new spaces for learning have been created.
- Over 150,000 people have benefited from participation or learning activities.
- Over 14,000 volunteers have been involved so far in the work of landscape partnerships, contributing the equivalent of over 20,000 work days.

Data summarised in the table above is incomplete. It’s difficult to measure for example the impact of materials provided on websites, not only in terms of how many people download this, but also in terms of the extent to which they might be used and the influence they might have.

Individuals from diverse backgrounds have participated in the work of landscape partnerships across the country. The formal education sector has been heavily involved, enabling partnerships to engage with a good balance of children and students from both primary and secondary schools, as well as those studying at colleges and universities. Children learning in less conventional contexts - for example home education groups - have also been involved. More truly voluntary participation by young people has been achieved as a result of engagement with youth groups across the country.

The greatest number of adults who have actively participated in Landscape Partnership work have done so through a community group of some sort, either one which they were already belonged to, or else one set up as a result of partnership activity.

People develop insights and understanding about their heritage in many different ways, and these different approaches have been reflected in the output data we have collected. Most learning activities promoted through Landscape Partnership projects have involved some form of person-to-person interpretation - for example guided walks, school visits to site, tours aimed specifically at people with disabilities, and teacher training programmes. More than 50,000 people are estimated to have taken up

these opportunities. An even larger number of people are returned as having attended around 100 open days, exhibitions, festivals and re-enactments that have taken place so far.

More in-depth learning activities, such as adult classes and vocational learning, oral history / landscape photography projects and parish activities with a landscape focus engage a much smaller number of people but in ways which frequently change perceptions and understanding in a fundamental way. These activities also leave a legacy in terms of a community resource and perhaps more importantly a collection of people with the enthusiasm and capacity to carry out further work and so enable others to learn more about their landscapes.

While community engagement and commitment is perhaps the most significant element in securing lasting benefits from landscape partnership work, the participation and learning legacy takes a number of forms, for example:

- Physical - where Landscape Partnerships have built new facilities such as workshops, classrooms or hides for watching birds or other wildlife (22 reported to date).
- Written materials – these have been produced both as hard copy education resource packs and printed guides, as well as web based materials. A number of community archives are being established, using both paper and digital media.
- Creating a ‘tradition’ of participation which will endure beyond the lifetime of the scheme. Examples of this approach include the Unique North Pennines’ champion school initiative – which supports teachers from 37 local schools so they can continue deliver high quality environmental education in the ‘outdoor classroom’ of the North Pennines.
- Groups which are set to continue into the future, for example the river warden scheme in the Valley of Visions, the five new groups which have been established through the Bassenthwaite partnership, and the community history project at Dalriada. Key factors which underpin the longevity of such groups include the establishment of new social connections and the facilitation of engagement for the whole family. Schemes have also injected a new ‘heritage’ flavour - hopefully in the longer term – other initiatives with which they have been involved, such as the Forest School programmes.
- Personal changes amongst those who have participated. For some this is as simple as now having the confidence to go out in the countryside where previously such areas were ‘off-limits’. Others have developed new interests in and awareness of topics such as archaeology, which previously had seemed remote and of little relevance to their lives or their locality.



#### **Box m. The Moors for the Future Moorland Discovery Centre**

The sort of physical legacy which partnerships create is illustrated by Moors for the Future – one of the first Area Schemes, which closed over three years ago. The Moorland Discovery Centre was opened in April 2007, and incorporates a variety of sustainable architectural features such as high energy efficiency and use of local timber. Four years later the Centre is being used by 7,000 - mostly

young - people each year as an educational gateway to the Peak District moorlands and surrounding woodlands. The legacy seems secure as the Centre is now managed by the National Trust, supported by staffing input from the Peak District National Park Authority.

## Volunteers

Volunteer activities supported by landscape partnerships deliver direct benefits to the heritage but also wider benefits to those taking part. Landscape partnership scheme projects have enabled large numbers of people to take part in a wide range of traditional practical conservation activities, including dry stone walling / dyking, tree protection and planting, scrub clearance and brash burning, rights of way work, stock fencing and moving cattle. Equally significant are the other volunteer tasks which have been undertaken: ecological surveys, audits of heritage features, research and archiving projects in support of interpretive provision and the development of new walks, oral history recording, writing self-guided trails and making films. Archaeological activities including helping with digs and field walking and – in Trent Vale – the creation of a mosaic art work. Front of house volunteering has included leading school visits and guided walks, and leading a range of community training activities, including courses in stone masonry.

In contrast with visitor and user data (see above), many of the established partnerships have been able to provide some volunteer profile information. This data suggests that in terms of gender and age groups have often been well balanced, although some partnerships (Kerridge Ridge, Grow with Wyre and Caradon Hill) reported a predominance of males. In terms of ethnic and socio-economic profile the picture is less balanced. Nearly all the partnerships who monitored ethnicity reported that virtually 100% of volunteers were white British, the one exception being the Stour valley which reports 8% from mixed ethnic groups. While some partnerships reported a good spread across different socio-economic groups, elsewhere there was a very strong skew towards white, middle aged people from a managerial / professional background. Often this reflects the demographic mix of those who live in the partnership area (this is the case for example for the Habitats and Hillforts Landscape Partnership in Cheshire).

Many of the outputs from volunteer engagement are reported in numerical data presented elsewhere in this report. Volunteer outcomes have been collected through feedback surveys and exit interviews, and partnerships report that these appear on occasion to be both long term and profound, ranging from people simply getting an enormous sense of pleasure and satisfaction from their day, making new friends and keeping fit and active, and all the benefits of 3<sup>rd</sup> age learning, to providing mental health benefits from 'green gym' activities and increasing young people's employability by developing their skills and boosting their confidence.

In many cases long-term legacy facilitate Outcomes in terms of the landscape partnership mission include the establishment of new groups. In Neroche for example the local Stakeholders Group has now established itself as an independent charitable company - The Blackdown Hills Trust – for fundraising and project sponsorship, while the Neroche Conservation Volunteers Group is now establishing its own constitution and insurance so it can continue independently. The Eye of the Needles partnership on the Isle of Wight reports that its activities have resulted in local volunteer community heritage and conservation groups taking forward their own projects. These include 'Wight Surf History', the 'Fresheater and Totland Community Archive Group', Cemetery Wardens and 'Shorewomen Writers'.



**Box n. Prehistoric graffiti on Ilkley Moor**

The Watershed Landscape Partnership scheme includes a 'CSI' (Carved Stone Investigations) project involving volunteer teams surveying the 200+ 'cup and ring' stones (4,000 year old abstract engravings) on Ilkley Moor. Although well known as local oddities, these extraordinary features

have never previously been catalogued. Monitoring of the engravings (pictured, on Rombald's Moor) includes 3-D photographs which can be used to estimate present depth and future erosion. In parallel, other volunteers are conducting visitor surveys – including taped interviews – to capture people's perceptions of the stones. These interviews could later be used to provide a 'baseline' to gauge how the project has influenced people's attitudes to and enjoyment of the graffiti.

**Access and learning****Access and learning at a glance**

To support physical access:

- 1,441 ha of open access areas have been made more accessible to visitors
- 484 km of footpaths had been created or improved.
- 63 km of bridleways and 25 km of cycle tracks had been created or improved.
- 72 nature or heritage trails had been created or improved.
- 28 items of disabled equipment had been provided or improved.
- 1,350 people had benefited from guided walk or health projects.

To support learning:

- 148 interpretation boards have been provided or improved and 54 new audio, tactile and British Sign Language interpretation projects delivered.
- 165 new leaflets or guides/booklets will have been produced and 24 new websites developed.
- The partnerships have produced 94 DVDs and set up 10 community archives

Some partnership scheme activities aim to attract and retain visitors in the partnership area. Others are more focused on how they can promote increased access by local people to the landscapes in their own locality. Provision to support physical and intellectual access is well documented in output data returns, summarised above.

However as in the 2009 round of output data collection only a few partnerships were able to provide any significant data relating to the impact on visitor numbers overall (although significant information exists on visitors to or engagement with individual sites). Only 11 of the 45 schemes able to provide landscape partnership area visitor data (in 2009, 7 out of 27 schemes provided such information). A few of the

partnerships which produced visitor data were able also to provide some demographic profiles. Overall the picture is typified by the comment: 'usage reflects the general socio-economic profile of residents in the local area'.

Drawing up any sort of national picture of outputs delivered by partnership projects is further complicated by the considerable variation in approaches used in collating the data that was collected. This finding is not unexpected, since the role of landscape partnerships is to coordinate disparate and sometimes dispersed projects across their area. Plenty of individual projects are able to provide visitor numbers (for example through the use of electronic counters on circular walks etc.), but these as they stand are not particularly informative, especially when no baseline data is available.

### **Access**

Of the new routes created by landscape partnerships, the bulk (80% of the length) has been footpaths. The expectation is that the proportion of work on bridleways, cycle-tracks and routes for the disabled will increase in coming years, to an estimated 30% of total. Of the linear route improvement work, a much greater proportion has been on footpaths (92%) and this percentage is not expected to change significantly in coming years.

Many projects focus on creating safer routes, and routes which are easier to use especially for those of limited mobility, accompanied by young children etc. The Wyre Forest landscape partnership scheme complemented work on the ground with the provision of off-road disabled buggies, while in the Stour Valley virtual tours of church towers (an iconic feature of the landscape) are based both on high quality prints and are being made available on-line.

#### **Box o. 'Securing the landscape' in the Medway Gap Valley of Visions, Kent Downs**

The 'Valley of Visions' is an area of industrial decline and deprivation in the Medway Gap sandwiched between two disconnected areas of the Kent Downs AONB, which hosts the landscape partnership scheme. The scheme aims to conserve and enhance the Medway Gap's heritage landscapes and biodiversity; to improve physical and intellectual access to them; and to engage local landowners, communities and visitors sustainably in their exploration, interpretation and long-term care.

An important project entitled 'securing the landscape' is aiming to address the presently high level of anti-social behaviour including nuisance vehicles, environmental damage, theft and fly-tipping. The Kent Police (who have seconded a member of staff to the project) are a principal partner in this work, alongside the Fire and Rescue Services, landowners and local authorities. The strategy adopted involves better targeting of resources, the installation of physical barriers and community reporting and liaison, and information gathering using the National Intelligence Model. The co-ordinated approach is claimed as the first of its kind in the country and was the focus of a national conference 'Securing the Landscape' held in July 2011.





Kent Police have undertaken to continue the project beyond the end of HLF funding. They routinely collect data on anti-social activities and part of their role will be to monitor these in the future; the results will provide a direct measure of the outcome of this project beyond the end of HLF funding.

## Learning

The media adopted to facilitate learning about heritage are extremely diverse. Notwithstanding the 'gadget fever' which is starting to dominate amongst interpreters, the bulk of provision by partnerships is still in traditional formats – for example interpretation boards, leaflets and self-guided trails, together with a significant number of projects using public art – for example chainsaw carvings and green oak structures in Sulwath. New media projects include DVDs, websites, blogs and GPS-linked audio trails.

While partnerships were confident in reporting – albeit often in qualitative terms – on the outputs which were being achieved, much less was said about outcomes. For many activities – such as health walks and increased use of improved routes – these are self-evident. Changes in behaviour and increased level of understanding and enjoyment resulting from interpretive provision are more difficult to track, but even so the lack of even anecdotal evidence is disappointing.

Many of the access works carried out will provide benefit for many years. The durability of the physical works depends on the terrain and the climate, the types of work completed, and the pressures these routes are subjected to (both legitimate and illegal). The Heather and Hillforts partnership estimate that the high quality improvements they have implemented will last for at least 10-15 years. Ultimately however it is continued use of these routes, which is the best guarantee of their survival in perpetuity.

### **Box p. The Neroche Project – looking to the future in the Blackdown Hills**

In the run-up to its final evaluation report to HLF the Neroche Project in the Blackdown Hills AONB produced an attractive folder including a film on DVD entitled 'Liberating the Landscape'. This documents what the Area Scheme had achieved with the aid of HLF funding between 2006 – 2010 - including 300 hectares of conifer plantation restored to pasture, heath and broadleaved woodland and 245 ha of new open-ground habitat restored, a community excavation of the lost Medieval village of Playstreet, habitats restored by volunteers, 23 km of new off-road multi-user circular trails and many community events, local history project and schools visits.

The Neroche Stakeholders Group is also establishing itself as an independent trust and the folder and film also set down a 'Vision for 2015' elaborating three programmes through which they hope to deliver sustainable benefits in the future:

- 'A landscape prepared for a shifting climate' programme hopes to extend the Neroche 'Forest Beef' model across the Blackdown Hills, through a collaborative approach to low-intensity grazing, alongside wood-fuel and timber production. The aim is to form a network of sustainably managed woodland and pasture, providing a 'climate-proofed, diverse landscape, rich in biodiversity, supported by local, traditional skills'.
- 'A common space for learning and sharing' programme aims to develop natural spaces for community activity and education, backed by a Forest Schools support service to local schools, a community history toolkit, and a Neroche Roundhouse' – constructed of earth and timber to provide a covered space for events and for public use of the forest.
- 'Bringing the forest to town' aims to create a 'green wedge' from central Taunton out into the Neroche forest, through a programme of landscaping and recreational facilities, 'an extension of the town's greenspace, creating a continuum from urban parkland through to wild forest'.



Only time will tell how far these initiatives will succeed. But the on-going partnership working between the eleven members of the Stakeholders' Group – including the Forestry Commission, Devon and Somerset County Councils, two District and the Taunton Deane Borough Council, the Natural England, the Environment Agency and the National Trust is itself one measure of the success of the Neroche scheme beyond the 'outputs'

## Training and skills

### Training & skills at a glance:

- Training delivered to volunteers: 887 courses, 1250 people, a total of 3,870 training days.
- Training delivered to land managers and rural businesses: 175 courses, 2,600 people, a total of 2,769 training days.
- Training delivered to partnership staff: 128 courses, 157 people, a total of 2,257 training days.
- At least six of the Landscape Partnerships ran accredited training courses.

Training projects established by partnerships have benefited not only volunteers, but also land managers/ rural businesses and partnerships staff. Training has covered a range of topics, including:

- Land and habitat management
- Rural skills and heritage conservation
- Tourism and business development
- 'Soft skills' around participation, learning, group work etc.

As well as half, one-day and longer courses training methods have included apprenticeships (48 individuals) and work placements (65 individuals). The legacy from this work is demonstrated by people going on to study at higher levels (for example a volunteer who was involved in Habitats and Hillforts work is now going to study archaeology at university while a Kerridge Ridge volunteer has enrolled with the local agricultural college to study for a Higher National Certificate). It is also demonstrated by apprentices moving on to permanent jobs and volunteer groups which continue to deliver high level

conservation work. Other legacies - the awakening of interest, people passing skills and understanding on to third parties, and a deeper level of engagement with heritage - are more difficult to capture.

One example of mutual benefit for the scheme, for maintenance of heritage skills and for the private sector comes from the Stour Valley where local businesses have developed competence in local craft skills (such as working with lime plaster and pargetting).

### **Advice and support to land owners and land managers**

#### Advice and support at a glance:

- 57 farmers and landowners have been engaged and 1,302 advisory visits have been made
- 227 advisory reports or management plans have been produced, and 171 management plans have been put in place.
- 401 wildlife surveys will have been undertaken, covering a total area of over 10,000 ha.
- 203 project grants have been awarded and 85 agri-environment scheme and other grant applications facilitated.

All but eight of the Landscape Partnerships report activity under the heading of advice and support to individuals or other bodies. The principal focus has been on agri-environmental scheme applications congruent with partnership objectives.

Several partnerships have used resources to provide an adviser to support farmers with both entry and higher level stewardship applications. Where this has been successful, this means they have been able to draw down agri-environment funds to deliver landscape improvements. It is not meaningful to make comparisons between HLF and agri-environment funding on a 'ha restored per ££' basis because where HLF monies are applied directly for this purpose, habitat works are often just one element of identified expenditure. Most schemes in England have focused on the three established stewardship schemes (HLS, ELS and organic ELS). By comparison there have been relatively few applications for the Scottish Countryside Premium, Rural Stewardship and Land Management contracts, for Tir Cymen, Tir Gofal and entry level Tir Cynnal in Wales or for the Northern Ireland Countryside Management Scheme (NICMS) and Organic Farming Scheme (OFS). Even where farmers have decided not to go for Stewardship, there are reports of schemes achieving positive engagement, and where for example such landowners have welcomed volunteers onto their land

In some cases the local Farming and Wildlife Advisory Group (FWAG) has been a member of the partnership, or has been involved in project delivery. Where this is not the case it may be appropriate in the future to secure good relations with FWAG as they already provide advisory services to land-owners. Provided the costs are no greater than they would have been had a member of partnership staff been engaged, this would recognise the value of having FWAG (and through FWAG, other members of the farming community) 'on board' with the aims of the scheme, securing an additional degree of legacy.

## Employment and economic impact

### Employment at a glance:

- 93 internal FTE jobs and an estimated 68 external jobs. will have been created by the end of the schemes.
- 10 internal FTE jobs and an estimated 41 external jobs will have been safeguarded.

The wider benefits of landscape partnership work go beyond the outputs and outcomes associated with the four aims of the Landscape Partnership programme. Social and economic benefits to the partnership areas are not an explicit aim of the programme but are implied in all HLF funded work. Social and economic benefits for other HLF funded programmes have generally been assessed post-delivery by external consultants<sup>i</sup>. The methodology employed has generally been to examine project spend and then to apply standard multipliers to estimate net local benefit<sup>(e.g. 40, 41)</sup>. The landscape partnership programme has not to date been subject to any such analysis, and any significant estimate of the impact of landscape partnership expenditure would require a focused study.

One robust example of economic benefit is available from the Tweed Rivers Area Scheme. Modelling suggests a one-off economic impact of £9.7m with an ongoing impact of approximately £3.6m per year, including over 300,000 additional visits annually across six key sites, supporting up to 90 FTE jobs as a result of HLF investment<sup>(42)</sup>.

Estimates of jobs safeguarded or created, submitted as output data by schemes themselves, are summarised above. Some of the schemes provided employee profile information: while there is a fairly even balance between male and female employees, not surprisingly nearly all employees were aged between 26 and 59. In terms of ethnicity, 100% of employees are white. Two partnerships reported that people with a disability had obtained employment as a result of the programme

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<sup>i</sup> To date only one Scheme, has been included in any external evaluation; the Chichester Harbour 'Rhythms of the Tide' Area Scheme was included (and praised as a model) in a 2008 evaluation of conservation outcomes of HLF funded projects<sup>(39)</sup>.

## 4 Case Studies

In this section we present six detailed case studies looking at landscape partnerships which have completed, or nearly completed, delivery. For each partnership we briefly describe the landscape area in which it is based, the make up and history of the partnership, and what it set out to achieve. The central part of each case study reviews - on a project-by-project basis - what was planned and what has actually been delivered. A table summarising quantitative outputs is followed by our conclusions, which include a note on the partnership legacy, value for money and any particular strengths and weaknesses that have come to light.

The case studies have been drawn together through a desk study which drew on a variety of source documents, including stage 1 and stage 2 bidding documents, case papers prepared by HLF staff for regional committees and for trustees, output data collected in both 2009 and 2011, external and internal evaluations commissioned by the partnerships themselves, monitor reports (and in particular the final 'project closure' report when available) and the partnerships' management and maintenance plans. In addition, we have drawn on publicly available documents which can be downloaded from partnership websites, such as annual reports and newsletters, and educational and interpretive material.

The studies provide a useful insight into the extent to which these schemes have delivered in line with HLF's aim of conserving areas of distinctive landscape character. The partnerships have generally delivered what was expected of them, although some partnerships have inevitably been more successful than others. Nearly all the partnerships report a mix of success and disappointment across the different projects, but generally when one project has not been able to progress then resources have been switched elsewhere, meaning a shortfall in delivery in one area is matched by delivery which exceeds expectations in another. The largest partnership area (Sulwath) and the smallest (Kerridge Ridge and Ingersley Vale) are included in the group: our research suggests that these extremes of size should be avoided in the future. Another issue which has been highlighted is the problem caused by change of personnel, either within the partnership team or within the lead body. Again our view is that this should be expected as the norm, and systems developed to ensure information is not lost. HLF needs to adopt both carrot and stick incentives, and so partnerships need appropriate support, in particular during the development stage. 'Permission to start' should not be granted until all conditions have been met and relevant agreements are in place, and final payments should not be made until relevant work has been completed (e.g. submission of evaluation reports and of comprehensive management and maintenance plans).

The case studies suffer – to a greater or lesser extent – from serious limitations as a result of two factors highlighted elsewhere in this report. Firstly, for far too many project outputs were only loosely conceived at the outset, and at the planning stage partnerships frequently failed to set quantitative targets or to identify indicators that would let them know the extent to which they have been successful. Secondly, the documentation available for the desk study was incomplete. As we have recommended elsewhere, HLF should insist that all material is submitted in an electronic format, and this should be held on a server which can be accessed by colleagues across all HLF offices.

## 4.1 Bassenthwaite Reflections

### Introduction

#### The landscape.

The landscape of the Bassenthwaite catchment encompasses roughly one quarter of the Lake District National Park, and includes not only Bassenthwaite Lake, but also the fells, lakes and rivers which feed into it. The resident population is 7,000 (5,000 of whom live in Keswick) and the area welcomes 5m visitors each year. Few if any landscapes in Britain are as well known or as well-loved as the Lake District, not only for its scenery but also - for example - for its many sites of geological and wildlife importance. The quality of the water in Bassenthwaite Lake – at the lower end of the catchment – is a concern in itself and also provides an indicator of what is happening in the wider landscape. For many years it has been clear that soil erosion and chemicals such as phosphates from household products are damaging the lake.



#### The Landscape Partnership.

The Bassenthwaite Reflections Landscape Partnership grew out of the pre-existing Bassenthwaite Lake Restoration Programme (BLRP), bringing in a strong community engagement and heritage element to complement the more technical and scientific stance of the BLRP. The lead body for both the landscape partnership and BLRP was the Environment Agency: the Agency's prime motivation in this instance is water quality, led by their duties under the Water Framework Directive. The Landscape Partnership ran from January 2007 – March 2011 (4½ years). HLF awarded the partnership a grant of £1,858,000 out of a total budget of £2,842,658. 87% of this sum had been drawn down by December 2010.

#### The partnership vision.

The ultimate (and ambitious) aim of the landscape partnership was to capture local people's hearts and minds, and so change attitudes and behaviours. The intention was to "promote a philosophy whereby everyone in the catchment sees themselves as contributory to both the problems and the solutions". The key finding of an external evaluation was that: *"The programme was actually rather successful at achieving its aim of promoting a philosophy of environmental responsibility, and several of the projects make the catchment more accessible and resilient for the future."*<sup>i</sup>

### Ambitions and achievements

#### The overall programme of work.

<sup>i</sup> Rebanks consulting Ltd (2010) Bassenthwaite Reflections Project Evaluation [http://www.bassenthwaite-reflections.co.uk/images/stories/pdf\\_upload/bassenthwaite%20reflections%20evaluation.pdf](http://www.bassenthwaite-reflections.co.uk/images/stories/pdf_upload/bassenthwaite%20reflections%20evaluation.pdf)



The Partnership delivered its work through 30 different projects, grouped into five theme areas. Each of the theme areas, and many of the projects, contributed to at least three of the four aims set by HLF for the Landscape Partnership Programme. A comparison of the figures presented in the stage 2 application against reports of what was delivered suggests that many of the anticipated outputs have been achieved. The extent to which planned outcomes have been realised is more difficult to establish, firstly because many were unquantified, and secondly because neither base line or subsequent measures appear to have been taken. As often happens, the applicants perhaps over-egged what might be achieved suggesting for example, that involvement in constructing a mountain to lakeside walk would result in: *“Young people being better able to understand issues facing the catchment, and then making different lifestyle choices”*<sup>i</sup>

In the following sections, for the sake of brevity, we comment on just a selection of the projects which have been delivered, highlighting both successes and problems.

### **A Landscape Shaped by Water.**

Projects within this theme focussed on the way water has played a part in sculpting both the landscape and the culture of its people through the ages, and the part it plays now.

- The project based at Dubwath Silver Meadows involved the creation of a new wetland nature reserve. Planned outputs included 1500m of boardwalk, 100m of stone footpath, the involvement of 30 volunteers, and the delivery of 60 training days. Outcomes included increased understanding amongst volunteers, creating an additional reason for visitors to stay in the locality, and ongoing interest in environmental volunteering amongst those participating. All outputs have been achieved or exceeded, and in addition volunteers have constructed two shelters and a living willow hide. The volunteer-related outcomes have been successful as indicated by establishing a local volunteer group who are committed to undertaking site based management work and other activities such as an annual “International Dawn Chorus Day” event, attended last year by 40+ members of the public.
- Another successful project was ‘Alien Invasion’, aiming to remove Himalayan Balsam from the Bassenthwaite Lake catchment. A target of 200 volunteer days was set, but records show that more than 800 volunteer days have been achieved. Even more significant in terms of a longer term outcome is the establishment of a group who plan to monitor and control Himalayan Balsam over the coming years under the guidance of Derwent Rivers Trust. This achievement is in line with an outcome identified at the planning stage.
- Perhaps less successful was ‘Taming and Training Floodwaters’ which, although it delivered on most of its outputs (in terms of an exhibition, leaflets etc.), probably failed to engage as much as it could have done with local farming and school communities.

### **Community Woodlands.**

This theme aimed to bring areas of neglected native woodland back into management and to raise community awareness about the value of woodland in preventing soil erosion.

- One of the more successful projects for this theme was based at Masmill Oakwoods; one planned output here was to create a pool of volunteers with skills in native woodland restoration.

Regrettably the partnership failed to set quantitative targets in its original plans, but nonetheless an

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<sup>i</sup> Papers submitted to HLF in June 2006, as part of the stage 2 submission by the Bassenthwaite Reflections Landscape Partnership.



important outcome is the creation of a 'Friends of...' group which will take things forward with agreed support from the Forestry Commission.

- The Woodland Recovery Project involved a switch from traditional forestry management on the Forestry Commission estate to a system of continuous cover. Targets have been met on this project, and while one view is that the involvement of the landscape partnership spurred the Commission into action on this, others suggest that this change could have taken place without the use of HLF funds.

Serious doubts have been expressed about two projects within this theme:

- The Woodland Apprenticeship Project provided two-year apprenticeships in forestry for two individuals, and one of these people has continued with a career in forestry. The real goal for this project however was to act as a catalyst to support greater use of apprenticeship schemes amongst land management employers in the area, and this rationale was used to justify a large project budget (£138,900). This outcome has not been realised, and given the existing forestry courses available in the area perhaps the project was ill-conceived, and would seem to represent very poor value for money.
- Raising Woodland Awareness set out to work with local farmers to promote the benefits of woodlands in land management for the benefit of biodiversity, and to stabilise soils and so reduce sediment. Despite considerable activity, this project failed to meet its ultimate objective of getting farmers to plant more woods, as the incentives available through the England Woodland Grant Scheme were insufficient.

### **Education and Learning.**

There were originally three projects under this theme, eventually delivered under five different headings. A major weakness of the original application is that no quantitative targets were set in this area, but nonetheless large numbers of children and families have been engaged in a diverse range of events, and a high quality resource pack has been developed and distributed amongst primary and secondary schools across Cumbria.

**Cultural Routeways.** Projects under this theme were designed to support celebration of the catchment's rich cultural and natural heritage, and to re-invigorate interest in traditional skills

- The most successful of these projects was 'Unlocking our Hidden Heritage' through which communities undertook archaeological surveys to discover and record features in the landscape, demonstrating how people have worked the land in previous generations. This project met all its targets, and revealed a previously undiscovered Roman fort and a stone circle. In common with 'Search for the Norse' and 'What's in a Name' projects, the number of people participating exceeded the original targets.
- Two other projects that absorbed a good deal of resource appeared a bit peripheral to landscape partnership aims. 'Fashion from the Landscape' (with a total budget of £124,000) aimed to use fashion as a hook to engage young people in the environment, while the 'Cultural Exchange' programme, which enabled more than 100 people from other European countries to visit the Lake District, and vice versa, involved some activities which have little resonance with this locality (for example building coracles).

### Principal quantitative outputs delivered by Bassenthwaite Reflections

#### *Conserving or restoring built and natural features that create historic landscape character*

- Expanded area of upland oak woodland by 10ha
- Restored 7ha of upland flushes / fens / swamps
- Maintained 523ha lakes
- Restored 0.5km riparian habitat
- Planted / restored 2km hedgerow
- Repaired 0.5km dry stone wall
- Removed Himalayan Balsam from an area of 20km<sup>2</sup>
- Engaged with 20 farmers / landowners
- Catalogued / restored 1 archive

#### *Increasing community participation in local heritage*

- Established 5 new self-governing community groups to carry on the work of some of the projects in the programme once it is finished
- Delivered 5 cultural tradition projects, with 1900 beneficiaries
- Delivered 5 festivals / re-enactments with 500 beneficiaries
- Mounted 3 exhibitions / displays with 300 beneficiaries

#### *Increasing access to and learning about the landscape area and its heritage*

- Interpreted 5, recorded 2 and restored 1 archaeological sites.
- Recorded / interpreted 4 other built features
- Interpreted / recorded 1 industrial maritime or transport feature
- Worked with 8 primary schools, 6 secondary schools, 3 colleges / universities (563 students / children) and with 10 community groups (150 people)
- 30 guided walks with 200 beneficiaries
- \* 10 guided walks for people with disabilities, 75 beneficiaries
- Created 1.5km nature trail, 1.5km footpaths and 3.5km cycle tracks
- Made 4km route accessible to disabled people
- 12 interpretation boards, 15 leaflets, 1 booklet, 1 website, 1 DVD
- GPS-linked audio trails downloadable to mobile phones

#### *Increasing training opportunities in local heritage skills*

- Created 5 (internal) jobs and an apprenticeship scheme which resulted in 1 FTE.
- Apprenticeship for 2 people
- 12 x 1 day training courses in land and habitat management training – 100 beneficiaries
- 100 x 1 - 2 day training courses in rural skills and heritage conservation – 800 beneficiaries
- 5% of trainees consider themselves to be disabled.

**Access for All.** Most of the work under this theme improved physical access across the catchment, with a particular focus on meeting the needs of less mobile people. The targets for works on the ground were all either met or exceeded, and interpretation projects have also delivered against the targets originally set for them. Outcomes – in terms of the extent by which these routes are being used by the relevant audiences – do not appear to have been measured.

The Bird's Eye View project supported the establishment and training of a group of young osprey volunteers, and raised awareness about wider catchment issues to thousands of passionate bird watchers. A very visible contribution by Bassenthwaite Reflections was the provision of a summer season bus service, which ran in 2008, 2009 and 2010, and on average attracted 57 passengers each day. Despite this healthy level of use (by rural bus standards) the service was not financially viable and was discontinued in 2011.

## Conclusions

### Capitalising on the partnership approach.

From the preceding sections it can be seen that while many projects have delivered in line with what was anticipated, there have been some issues in terms of the conception and / or the delivery of others. Across the full suite of projects the partnership, and HLF, have achieved reasonable value for money.

Much of the work which has been carried out does not appear to have affected in any way by the partnership ethos. The footpaths constructed by the National Trust, for example, are no better than the ones they could have built outside the partnership, and it has been suggested that many of those involved in the programme of activities have not necessarily been aware of the wider context they were operating within.

There have been benefits from the partnership approach however. Firstly the size of the programme has resulted in economies of scale, and has reduced the administrative load on HLF colleagues. Secondly HLF funds have acted as an additional glue to bring organisations together. This has meant that that individuals within partner organisations have learnt from one another, relationships have been built, and – even though the partnership itself is not continuing – there is a much stronger likelihood of further joint working. Organisations not previously concerned about water quality and its links to the wider environment are now much more focussed on the physical and hydrological links between different places within the catchment. For example, it has been suggested (notwithstanding comments under s2.3 above) that within the Forestry Commission there is now a much greater acceptance of the benefits of continuous cover forestry.

### Legacy.

Although the Landscape Partnership has now ceased to meet, the Bassenthwaite Lake Restoration Programme is ongoing. Work over the last four years has demonstrated the importance of addressing the causes, rather than just the symptoms, of high nutrient levels and high sediment levels in the catchment, and the need to engage the widest possible constituency so that an ethic of environmental responsibility becomes the norm.

In producing this case study we have not had sight of the Partnership's maintenance and management plan, but there is evidence that for many of the projects benefits and further development will be sustained. One of the most pleasing elements of legacy is the set of new voluntary groups which have emerged linked to native woodlands, the wetland nature reserve, ospreys and community archaeology. With appropriate support these will hopefully become self-sustaining.

**Summary of strengths and weaknesses.**

It is clear that the partnership team worked hard to deliver the programme of projects, but the landscape partnership itself appears to have been quite weak in comparison with those elsewhere in the country. Many of the individual projects have achieved what they set out to do, but the totality of achievements does not appear to be much greater than that of the constituent parts. This might have been addressed at least in part if more of the projects had been genuinely cross cutting rather than stand alone.

At the planning stage some of the projects seem to have been ill-conceived, with insufficient focus on the aims of the HLF programme. The original submission to HLF contained a lot of outputs defined only in qualitative terms, and (too many) over-ambitious outcomes. It has also been suggested that budget planning at outset was weak.

In a survey of key stake-holders within the catchment the overwhelming feeling was that a lot of good projects had been delivered, leading to real change on the ground and leaving a legacy of informed converts amongst the wider population. A survey of that wider community revealed that a significant majority of those surveyed now have a greater commitment to rethinking their ecological footprint.

## 4.2 Dalriada

### Introduction

#### The landscape.

The Dalriada Landscape Partnership scheme covers an area of mid Argyll on the west coast of mainland Scotland. Dalriada's name is derived from the area's supposed location of an ancient kingdom proclaimed as 'the birthplace of the Scottish nation', centred on Dunadd. The heritage interest of the area and the need to protect and promote it has long been recognised. There is a diverse mix of wildlife habitats and a unique landscape made up of Atlantic woodland, exposed coastlines, mires and hills.



Dalriada contains the Crinan Canal, a living monument to industrial heritage that continues to work its way through the 296km<sup>2</sup> area covered by the landscape partnership scheme.

#### The partnership.

The lead applicant was the Dalriada Project Company established in 2005 as a not-for-profit company to develop, manage and deliver the landscape partnership scheme. The board of directors included representatives of Forestry Commission Scotland, Scottish Natural Heritage, The Waterways Trust Scotland, British Waterways Scotland, Argyll and Bute Council and Kilmartin House Museum. The Dalriada project was awarded a stage 2 pass of £1,800,000 (58% of £3.1m) in March 2007. Project delivery covered the period April 2007 to September 2010, with a skeleton team remaining to tie up all aspects of the project until February 2011. By the time of the final grant claim £1,671,000 (93%) of the sum awarded had been drawn down.

#### The partnership vision.

The Dalriada project aimed to enhance the natural and cultural heritage and promote the enjoyment of the Dalriada area, and developed a realistic vision that aimed to: *"promote sustainable social, environmental and economic regeneration by developing access, education, interpretation and recreation opportunities in the area, bringing communities together, conserving and celebrating their shared heritage"*.<sup>i</sup>

In order to deliver the vision the partnership oversaw the implementation of three distinct themes:

- **Natural Heritage and Landscapes** ~ with projects focussing on key habitats and species, landscape and access improvements and increased community participation and volunteering.
- **Built and Cultural Heritage** ~ a programme relating to the cultural, historical and built heritage of the area.
- **Enjoying the Landscape** ~ focussing on initiatives that give people increased opportunities to access, engage with, and understand the heritage of the area.

<sup>i</sup> Stage 2 application submitted to HLF in December 2006 by the Dalriada Landscape Partnership.

## Ambitions and achievements

### The overall programme of work.

The Dalriada Project Company delivered its work through ten different projects, grouped into the three theme areas. Collectively, the three themes strongly met all HLF's aims for landscape partnerships. The projects and the inter-relationships between them were well thought through and funding was spent relatively evenly across HLF's aims.

The scheme was managed and co-ordinated by a small team. Projects were delivered both directly by the project team and through four identified lead partners. Some of the projects took longer to deliver than originally planned, and there were a variety of reasons for this. Many projects suffered as a result of the lack of a project manager and a much depleted staff resource in 2008, although those led by the project partners largely continued on track. In some cases unforeseen costs or difficulties in implementation arose, with project delivery adjusted accordingly to ensure the aims of the landscape partnership scheme were achieved.

A strategic review in 2009 set a new direction for some of the projects. The following sections comment on the individual projects that have been delivered, highlighting both successes and problems.

### Natural Heritage and Landscapes.

Four projects were delivered within this theme that focussed on improving the biodiversity, key habitats and access to key landscape features in the area.

- The Biodiversity Action for the Wider Landscape project involved work on four existing sites. Planned outputs included the restoration of 13ha of open habitat to encourage key LBAP habitats and species, delivery of two training workshops for 20 volunteers to monitor benefits, and running six public open days to raise awareness and ensure continuation of grazing management schemes. The outputs were all achieved, with 113ha of open habitat restored and an additional six volunteers trained to carry out surveys.
- The Black Grouse Habitat Improvement project outputs included restoring 50ha of open habitat, training 16 volunteers to monitor black grouse population changes and 23 people attending the 'Black Grouse Safaris' to raise awareness of the project's work. Four additional volunteers were trained but the numbers attending the safaris were not achieved because it emerged that the original estimated numbers (20 people attending annual events) would be too many in a fragile habitat.
- All targets for the Ancient Woodland restoration project were achieved with one extra woodland event delivered. Some participating groups of disabled people came from the islands and other parts of Scotland. 300ha of ancient woodland sites were protected and restored within the project area.
- The Near to Nature trail project was completed later than anticipated due to adverse weather during construction, and because the landowner was unwilling to negotiate on certain servitude rights. This meant that anticipated visitor numbers and school visits were not quantified. The intended oak canopy platform proved too expensive so funds were used to upgrade access to the site and provide additional infrastructure like handrails, a willow tunnel, shelter and gathering area with benches.

### **Built and Cultural Heritage.**

Three projects within this theme related to improving access and engaging the local community in the cultural, historical and built heritage of the area.

- The Examining and Understanding the Archaeological Landscape project included five archaeological digs using 21 trained volunteers with the findings incorporated into interpretive materials. 46 volunteers undertook three walk-over surveys over 50ha of historic landscape and consolidated and restored one key archaeological site. The output for recruiting survey and excavation volunteers (10 planned in both cases) was exceeded. The original intention to restore five key archaeological sites was reduced as only one of the 5 surveyed required consolidation work.
- The Community History project was very successful in exceeding planned outputs. Volunteers, local schools and all sections of the community were involved in producing a publication that exceeded the scope and quality of that originally anticipated. Some of the outcomes were achieved in different ways to the original plan. Six high quality, large-scale artworks celebrating history and heritage are in local schools and a stained glass window celebrating the Crinan Canal is located in the local hospital.
- The project that looked to Survey and Consolidate Key Historical Features was perhaps less successful. The original intention was to undertake 10 site surveys with the features being made safe and public access facilitated. Five surveys were conducted and it was found that most did not need consolidation and the cost of restoration of the iconic Linnet Shed became too expensive to justify the investment. In agreement with HLF the outputs for this project were revised with local volunteers being involved in graveyard surveys, the Kilmichael Cross being restored and relocated and interpretation material produced.

### **Enjoying the Landscape.**

This theme delivered three projects with a focus on involving people and increasing opportunities to access, engage with and understand the heritage of the landscape partnership area.

- The second project team largely achieved the targets for the Heritage Access Network in a much-condensed timescale. 195km of pathways were linked and incorporated into the interpretation project, which exceeded the planned output by 95km. In addition 20km of paths were upgraded or constructed (16km planned) to provide strategic links within the access network of the project area. Public transport services within the area were improved and are now being run by the local council. The project created eight of the ten planned new routes but these were to a much higher specification than originally intended.
- The original planned outputs set for the Interpretation and Information project were less specific at the application stage. It was intended to invest a large sum of money on digital and electronic interpretive media including the development of an event alert system that was developed but was not practical to manage and maintain beyond the life of the project. The second project team identified the need for an interpretation plan. This brought a focus to the project and tied the achievements of the landscape partnership scheme together. 30 sites benefited from new signage, while 76 panels were installed. Four leaflets, two films, podcasts, and a virtual landscape model that were produced and integrated into the website and a network of six local hubs. 21 volunteers were recruited and trained to provide ongoing visitor monitoring.



## Principal quantitative outputs delivered by the Dalriada Landscape Partnership

### *Conserving or restoring built and natural features that create historic landscape character*

- Introduced grazing regimes to improve the habitat for wild flowers and rare butterflies (e.g. marsh fritillary) at 5 sites in Knapdale, covering 113ha.
- Improved and connected habitats at 3 sites in Knapdale to help reverse the decline of black grouse, covering 50ha.
- Restored ancient woodlands at 6 sites to improve habitat and landscape and support internationally important lower plant communities (e.g. lichens) covering 300 ha.
- Doubled the number of known archaeological sites to 800, through 3 surveys and 5 excavations in Kilmartin Glen and Knapdale.
- Surveyed and restored two historic graveyards at Kilmartin and Kilmichael and produced an online database that records the details of 600 stones and other features.
- Conserved and relocated the Kilmichael Cross, displayed in Kilmartin House Museum.

### *Increasing community participation in local heritage*

- Captured the memories of the community for future generations through publication of the book 'Dalriada: Twentieth Century Kingdom', and an archive of 65 stories.
- Encouraged young people's interest in their community history through arts projects interpreting aspects of local history, at six schools.
- Opportunities for 100+ local volunteers for: archaeological surveys & excavations, habitat surveys, wildlife surveys, visitor surveys, and community history interviews.
- Delivered over 50 events including Dalriada Digs Discoveries, a Puppet Show, Woodland Events, Grouse Safaris, Archaeological Open Days, and Biodiversity Events.
- Delivered 'Discover Dalriada 2010', a two week events programme of 30 events, to celebrate the landscape and heritage attended by 3,400 people.

### *Increasing access to and learning about the landscape area and its heritage*

- Provided 8 new routes, totalling 20 km, linking key heritage sites in the landscape, and connecting Kilmartin Glen, the Crinan Canal and Knapdale.
- Created the 3.25km Near To Nature Trail at Dunardry.
- Improved information about the heritage through providing 76 on-site interpretation panels at 30 locations and 4 information leaflets.
- Electronic based interpretation, 2 films, 2 podcasts, 6 touch screen hubs, and website.

### *Increasing training opportunities in local heritage skills*

- Completed a baseline Visitor and Residents Survey in 2007, with 222 people.
- Development of a marketing and training plan and establishment of the Heart Of Argyll Marketing Group, engaging 100 people including 60 local businesses.

- The original aim of the Marketing and Training project was to develop a training programme for businesses, so they would be well equipped to tell visitors about the area. Little progress was made on this until the 2009 Strategic Review when it was decided to refocus this project on marketing and encouraging more visitors. A marketing plan was produced, and the Heart of Argyll Marketing Group was created.
- Discover Dalriada was a successful 2-week programme of 27 different events celebrating and raising awareness of the achievements of the Dalriada Project. 3,400 people attend the programme that had two signature events, the Discover Dunadd Footsteps Festival linked to the London Olympics Cultural Olympiad and the Crinan Canal Water Festival as the finale.

## Conclusions

The Dalriada Project has delivered significant benefits to the landscape and people of mid Argyll. It can be seen that many projects delivered in line with what was anticipated, and adopting a flexible approach to project delivery meant that elements delivering less than anticipated were stopped in favour of others delivering greater benefits. Across the full suite of projects the partnership, and HLF, appear to have achieved good value for money.

### **Creation of a strong partnership.**

Strong partnership working was a critical element in the success of the Dalriada Project. The partnership involved all the key agencies operating within the area. All of the partners saw the benefits of working together to form the Dalriada Project to integrate, extend and intensify their individual activities and create wider benefits for the landscape. It would not have been possible to achieve the scale of benefits, nor the integration, without the partnership and the co-ordination provided by the Dalriada Project team.

As the Dalriada Project moves on from the delivery phase there will still be a need for the active involvement of the partnership to oversee the maintenance and management of what has been delivered. The partners will continue to have an active role, not only in undertaking agreed maintenance work, but in reporting to the Board on an annual basis. This will allow the Board to have an overview of the long-term benefits of the project and to meet its continued legal liabilities as a not for profit limited company.

### **Continuity and legacy.**

The Dalriada Project Company is keen to ensure everything that has been delivered through the landscape partnership scheme is looked after and that the legacy is sustained into the future. A detailed maintenance and management plan has been prepared and agreements and funding are in place to sustain the investment that has been made in the area. It is intended that a monitoring report focusing on ongoing benefits will be produced in 2012 for the Heritage Lottery Fund.

This legacy can be evidenced as the project won the Historic Environment Category and was runner up in the Recreation and Tourism Category at the recent 2011 UK Waterways Renaissance Awards. In addition the Dalriada Project is the only Scottish environment initiative to reach the semi-finals and public voting round of the National Lottery Awards.

**Summary of strengths and weaknesses.**

The independence of the Dalriada project team provided advantages in terms of autonomy as the team were focussed entirely on project delivery and they were not perceived as being too embedded in any one organisation. While this helped create the strong partnership there were disadvantages in that new management systems and administrative procedures had to be sorted: developing a new financial system was particularly onerous and took time that might better have been spent on project delivery.

A more detailed business plan and implementation strategy would have been useful from the start of the project. Predicted costs at the start were not always accurate, and it should be expected that these would vary over the implementation period. It would have been good to have a system in place that easily allowed for such variance to be accommodated.

The unique benefit of the project has been the opportunity to work at a landscape scale and deliver an integrated package of projects that is greater than the sum of its parts. A range of benefits has been delivered for both the natural and cultural heritage as well as the local economy of the area. Through increased recognition at national awards the Dalriada Project has demonstrated that landscape partnership schemes can deliver integrated benefits for valued and important landscapes that are not covered by national statutory landscape designations.

## 4.3 Kerridge Ridge and Ingersley Vale

### Introduction

#### The landscape.

The Kerridge Ridge and Ingersley Vale (KRIV) landscape comprises 2½km<sup>2</sup> of Cheshire countryside lying between the town of Macclesfield in the west, and the boundary of the Peak District National Park in the east. The ridge and the valley combine to form an area of attractive countryside including many small traditional fields linked by unusual stone flag paths and divided by dry-stone boundary walls. The valley was once a hub for local industry and has a number of small mills and associated mill-ponds. The landscape contains a number of attractive historic features, many first built in the early years of the industrial revolution.



Today the area is highly valued by local people, providing a safe, accessible and traffic free environment which is heavily used for informal recreation. The ridge provides extensive views over the Cheshire plain.

#### The Landscape Partnership.

The KRIV Partnership was created in 2001, and was in the first tranche of landscape partnerships to be awarded funds by HLF in 2006. This was very much a community driven programme, with a steering group mainly made up of volunteers. This is in contrast to the situation in most partnerships, where the steering group is dominated by countryside management professionals who work for heritage organisations, local government or NGOs. The lead body for the KRIV Landscape Partnership was Groundwork Cheshire.

The programme of works ran from August 2006 until August 2010. HLF awarded the partnership a grant of £727,000 out of a total project budget of £1.03m, and 97% of this sum was drawn down by the end of the scheme.

KRIV was small in comparison with other landscape partnerships. The partnership area was only 2½ km<sup>2</sup>, and the partnership only employed one member of staff – the programme manager. Average area for a partnership is around 200km<sup>2</sup> and a typical programme team is 3-4 people. While the budget was comparatively modest the amount of money spent per unit area was very high.

**The partnership vision.**

The partnership set out to preserve the natural and traditional features of the landscape focusing on the restoration of dry stone walls and other built features, hedge laying, footpath improvements and habitat works to the mill ponds, woodland and meadows that characterise the area. These physical improvements were underpinned by a volunteering and training programme run by the British Trust for Conservation Volunteers (BTCV), which – together with educational and interpretive activities – was the principal way in which the local community were engaged.

**Ambitions and achievements****The overall programme of work.**

The partnership set out to deliver its work under five theme areas: boundaries, access, training, historic sites and water courses. Activities and outputs linked to these themes cut across the four aims set by HLF for the landscape Partnership Programme.

Unfortunately the documents which were submitted by the partnership in 2004-06, while comprehensive in terms of spending plans, are much less specific in terms of quantified outputs, making it difficult to track the extent to which original ambitions have been achieved.

**Boundary works.**

A total of 4km of boundary features have been conserved across the landscape partnership area. The single largest project was to reinstate and repair the ridge wall, a significant landscape feature which runs along the 1.5km length of the Kerridge Ridge. This has been successfully completed, although there were long delays as a result of difficulties in gaining permission from all the affected landowners. This main walling project was undertaken by contractors, and the standard of the work is reported to be very high. As a result of this project a number of local people have now established themselves as professional dry stone wallers.

Other boundary outputs include 1km of hedge laid in the traditional Cheshire style, together with fencing work and other dry-stone walls.

**Access.**

Physical works. The aim for this tranche of work, as stated in the original proposal, was to maintain and improve footpaths and investigate the possibility of access agreements in the area. Unfortunately no quantitative targets were presented in the stage 2 documentation.

1km of new footpath has been established, and improvements made to a further 3km. Works have included the replacement of wooden stiles with kissing gates, better drainage along some footpaths and most notably the restoration of historic stone flagged footpaths. These routes were originally created for the use of mill workers over 200 years ago, and had fallen into disrepair and become overgrown with vegetation.

The original ambition to construct an 'Access for All' footpath was dropped in response to local opposition. No progress was made in terms of negotiating access agreements.

Interpretation and community involvement. In terms of activities, the partnership set out to engage with 100 school children in each year, and to work with all of the seven schools in the immediate locality. The initial intention was to deliver 12 school training days and a day of teacher training. Tangible outputs planned at the outset included a detailed heritage map, an illustrated booklet, a teaching resource pack and a website. Most of these targets were met or nearly met, but plans to instigate an oral history project never got off the ground. The teacher training session was not delivered, and while feedback from teachers about the learning materials was positive, they felt more active promotion of the materials would have been useful.

### **Skills, training and volunteers**

This was probably the most successful theme for the partnership, and most of the numerical targets set at the outset have been substantially exceeded. One of the most successful elements of the KRIV partnership was in establishing a very well regarded volunteer group. This team have consistently produced high quality work, turning out in all weathers and regularly fielding between 10 and 20 volunteers on any given day. A total of 156 volunteers have been involved, and these individuals have contributed a total of 5,000 workdays. Ten individuals have come out with the group on more than 100 occasions, suggesting their engagement with heritage has been profound. As well as completing practical conservation tasks, local volunteers also carried out an archaeological investigation of Cow Lane Mill in Rainow.

At the planning stage the partnership submitted a comprehensive training plan covering topics such as species identification and practical conservation skills (walling, footpath construction etc.). Once again however annual targets and measurements of success were inadequately presented within the plan. BTCV has delivered 20-50 different training days (different figures presented in different reports) with 70 people benefiting. All the training courses were accredited, and one volunteer has gone on to find employment with a local archaeologist after working on the community archaeological dig for three weeks; another has enrolled with the local agricultural college to study for a Higher National Certificate. While the volunteer group comprised a mix of retired, the unemployed, occasional probationers, students and working people, the majority of those taking part in the training programme appear to come from quite a narrow demographic group, with 75% of them falling in the age range 65-74.

At the outset the Partnership hoped that one legacy of the programme would be a rural skills training centre at Savio House (a residential youth centre located within the partnership area). This has not happened: initial projections regarding the training market may have been over-optimistic.



## **Principal quantitative outputs delivered by the Kerridge Ridge and Ingersley Vale Landscape Partnership**

### *Conserving or restoring built and natural features that create historic landscape character*

- Maintained 2ha of lowland mixed deciduous woodland and restored a further 1ha
- Maintained 3ha of wood-pasture & parkland
- Restored 5 ponds and 1 river
- 1km of hedge laying, repaired 3km dry stone wall and 4km fencing, including fencing to enable good management of a wild-flower meadow
- 70 trees planted.
- Individual spp. projects: Daubenton's Bat, Southern Hawker (Dragonfly), Badger, Green Hairstreak, White Clawed Crayfish, Water Cricket (Velia), Bluebell
- Restored five built heritage features

### *Increasing community participation in local heritage*

- Held 3 community consultation events, engaged a total of 307 participants.
- 156 volunteers engaged, contributing a total of 4,628 volunteer days. Activities included community archaeology as well as practical conservation work.

### *Increasing access to and learning about the landscape area and its heritage*

- Created 1km of new footpath including 223 steps, 5km of improved footpath
- Five stone stiles
- Two new interpretation boards, one interpretive leaflet, one guidebook, a website.
- Worked with 6 primary schools, 2 secondary schools, 2 youth groups (184 people)
- Produced 1 learning resource pack,
- 7 visits to schools (140 children)
- 1 guided walk (8 beneficiaries)
- 2 guided walks for disabled (16 beneficiaries)

### *Increasing training opportunities in local heritage skills*

- Training for volunteers:
- 12 one-day training courses in land and habitat management – 146 beneficiaries
  - 8 one day courses in rural skills and heritage conservation training – 64 beneficiaries
  - One-day course in participation / learning – 10 beneficiaries
  - 75% of volunteer trainees were in the age range 65-74
  - Created 1 project mgmt job, 2 staff training courses undertaken.
- 5% of trainees considered themselves to be disabled.

**Historic Sites.** This programme originally comprised two main projects. One of these (at Cow Lane Mill) was a great success, but the proposed works on Ingersley Mill chimney did not progress because of problems with the landowner. Many smaller features such as a dry stone well and several stone stiles have been successfully restored.

**Water Courses.** This only ever was a very small programme of works (£26,000) but in the event only £3,000 was spent on repairs to a stone footbridge. Other works did not proceed again because of a failure to gain the agreement of the landowner

**Other Activities.** These were brought in to substitute for abandoned projects, and included habitat works to 3ha of woodland and 3ha of wood pasture / meadow.

## Conclusions

### Strengths

The external evaluation report concludes that the project was efficiently and effectively managed by a local community partnership and the project officer, and the ambition to enshrine community inclusion as a guiding principle had been realised. The process through which the successful KRIV volunteer group was established has been described as “an example of the highest standards in community enablement”. The evaluation goes on to suggest that KRIV activities have had a big impact on those who got involved.

A stakeholder survey (which engaged landowners, steering group members and KRIV volunteers) suggested that the scheme had largely achieved its objectives and had achieved value for money. Surveys of those who use the area for recreation and of those who live in neighbouring towns suggested that people see the different projects as part of a greater whole, and that awareness and appreciation of the landscape improvements increased as time went on (97% of those who responded to the survey in 2010 were positive – but the scale and design of the survey means these results are cannot be seen as necessarily significant).

### Legacy

Clearly there is a material legacy in terms of restored landscape features that the local community and future generations can enjoy, while teachers in the local schools now have the resources to allow children to learn about the history on their doorstep. Those involved in the partnership are particularly pleased that there is now an established autonomous volunteer group who have the motivation, skills and leadership capacity to continue with conservation work within the scheme area. KRIV volunteers will take on some of the maintenance work funded through the HLF maintenance budget, and some local landowners want them to continue working on their property.

The partnership positively sought to use local businesses in carrying out its activities. One outcome from this is that there is now a larger pool of rural craftsmen in the area, and in particular a group of local dry-stone wallers with a recognised accreditation

### Challenges

The partnership area (2½km<sup>2</sup>) is smaller than many country parks or other sites in single ownership, and application of the landscape partnership approach to such a small area has been

questioned. Some of the project failures have been attributed to a lack of staff resource, and the lack of critical mass may have resulted in a higher percentage of funds going into overheads than is the case with larger schemes.

One benefit of working in a small area is that it is easier to make people aware of the full range of partnership activities, but one downside is closer scrutiny than would otherwise be the case. In this instance this has led to disquiet amongst some sections of the local community, leading to a degree of rivalry between different groups, and a failure to win hearts and minds. While there are clear benefits in a community based partnership, one local landowner has suggested that the steering group lacked a critical edge.

The scale and nature of landscape partnership funding has generally resulted in innovative thinking and significant added value. While KRIV can point to a number of solid achievements, there have been no ground-breaking activities – the volunteer training programme for example is very much in the vein of those which BTCV have successfully delivered across the country over the last twenty years.

The greatest setback the partnership faced was its failure to engage with some landowners whose holdings contain important heritage elements. This resulted in an uneven spread of work across the partnership area, and proved to be a major handicap. With hindsight it would have been better if HLF had not have awarded a stage 2 pass until the majority of landowner agreements were in place.

Finally while HLF has invested in excess of £700,000 in KRIV, and the local authorities involved achieved very good value for money (with reported financial leverage of 40:1) the HLF monitor feels, from an HLF perspective, that “the judgement of whether this has achieved value for money is a difficult one”.

## 4.4 Neroche

### Introduction

#### The landscape

The Neroche Landscape Partnership scheme covers 91km<sup>2</sup> of the northern part of the Blackdown Hills Area of Outstanding Natural Beauty, spanning the border of Somerset and Devon. Neroche takes its name from the medieval hunting forest that once covered part of the area. The landscape is an intricate and intimate mosaic with a strong wooded character and a mix of traditional habitats that evoke a sense of enclosure, remoteness and tranquillity. The area has a significant concentration of Sites of Special Scientific Interest together with regionally important heritage features including a Scheduled Ancient Monument.



The landscape has retained its character and richness, but its distinctiveness has suffered and remains under threat.

#### The partnership

The Neroche Scheme is a partnership between the community of the Blackdown Hills and seventeen agencies, authorities, local organisations and companies, led by the Forestry Commission. Partners include Blackdown Hills AONB, Natural England, all the constituent local authorities, The National Trust, Somerset Wildlife Trust, Butterfly Conservation and Somerset Art Works.

The Neroche project was awarded a Stage 2 pass of £1.88m (68% of £2.78m) in September 2006, with the aim of maximising the value of area for wildlife conservation, access and recreation, learning and skills development. The project runs from October 2006 to September 2011, having been extended from three years to five years. This timescale brings it into line with more recent landscape partnership schemes. To date £2.33m has been spent in the scheme area and £1.58m of HLF money has been drawn down.

#### The partnership vision

In the material reviewed no partnership vision was articulated but the Neroche Landscape Partnership recognised the opportunity to do something more than simply address individual landscape issues in isolation. The project was designed to take a 'holistic' approach to landscape heritage and weave together the delivery of overlapping solutions and innovations which require different groups to work closely together.

#### The aims of the scheme are to:

- Invest in the natural, built and cultural heritage of the area ~ to be achieved by the natural heritage, built & archaeological heritage and cultural heritage themes.

- Make the landscape more accessible to everyone ~ to be achieved by the physical access, collective knowledge and opportunity to learn themes.
- Improve people's ability to sustain the qualities of the landscape ~ to be achieved by themes that involved caring for the heritage landscape and developed skills for managing the fabric of the heritage.

### Ambitions and achievements

#### The overall programme of work

The Neroche Landscape Partnership delivers its work through 23 different projects, grouped into eight theme areas. The scheme was planned in excellent detail with clear aims, milestones, measures of success and risks associated with each individual project. Collectively, the identified themes strongly align with HLF's landscape partnership aims. The projects and the inter-relationships between them are well thought through and funding is being spent relatively evenly across the four aims of the programme.

The project is managed and co-ordinated by a small team, employed by the Forestry Commission and based in the Blackdown Hills AONB office. The team comprises a project manager, access & interpretation officer, community history officer, forest works supervisor, forest schools officer and administrator. Some of the staff are based for part of their time with project partners, to support partnership working and to provide for the possibility of staff being retained by partners beyond the life of the scheme.

#### Natural Heritage

Six projects were delivered within this theme to enhance and restore wildlife habitats across the Blackdown Hills, at a landscape scale. By October 2010 all of the intended outputs had been achieved with 280ha of forest habitat actively managed.

- 75ha of open pasture and heath, along with 140ha of wood pasture and wooded heath, has been created. Natural regeneration of 55ha of broadleaved woodland has been initiated and 10ha of neglected coppice brought back into rotation.
- 30km of fencing has been erected to establish a low intensity grazing regime with a breeding herd of 60 longhorn cattle. Seven nature reserves have been enhanced for wildlife and public access and a detailed habitat monitoring scheme is in place for 220ha of forest to enable progress with habitat restoration to be measured in the future. New cattle over-wintering facilities have been necessary following concerns raised by, and protracted correspondence with, a local resident.

#### Built and Archaeological Heritage

Four projects within this theme focussed on the conservation of key built heritage features in the Neroche area. Key projects are at Castle Neroche, an Iron-Age earthworks and Wellington Monument, an iconic feature of the Blackdown Hills, managed by the National Trust. All of the intended outputs of this theme have been achieved although, at first glance, this theme appears less ambitious than the projects delivering the Natural Heritage theme.

- Castle Neroche has been made more accessible and protected from erosion with new steps, vegetation cleared, improved paths, signage and one new surfaced path created to 'Access for All' standard.

- A structural survey has been carried out on the Wellington Monument to gain an understanding of the scale of restoration works required. Public access around the site has been improved with the car park expanded and access track enhanced.
- Ringdown Barn has been restored as a historically important example of local vernacular farm buildings. Wychwood Lake has been restored as an example of a designed landscape estate feature and equipped with access for disabled fishermen.

### **Cultural Heritage**

This theme is based around a Community History project, encouraging and resourcing communities and individuals to explore, research, document and celebrate the heritage of the Neroche area. 15 out of 20 parish based projects have been run to research, record and celebrate local history; four local history community events have been held each year and the Neroche local history book is going to print in line with original intentions.

### **Physical Access**

Three projects have delivered the anticipated outputs to expand public access to the heritage landscape, including the development of a series of long-distance off-road trails. 40km of 'Neroche Herepath' trails have been established, accessible to walkers, horse riders and those with limited mobility. 23km of off-road trails have been created to provide links with Taunton, Wellington, Culmstock and Hemyock. 1km of upgraded multi-purpose track has been created for combined recreational, forestry and livestock management purposes. A new 45-place car park has been established at Staple Hill along with extending the parking at Castle Neroche for Herepath trail users.

### **Collective Knowledge**

- Two projects interpreting the heritage landscape, using visual arts, music and storytelling.
- It is not clear if the original intention of parish based community arts and interpretation projects has been pursued but the original outputs have been exceeded. Extensive outputs of 11 'season' events, four music and story-telling workshops and 1 major event has been delivered. There has been two public exhibitions displaying commissioned art and a CD of recorded music and story telling has been produced.
  - A mixture of 39 public walks, events and training workshops has attracted over 600 participants. Mobile digital media has been produced; digital trail guide units are available for public hire.



## Principal quantitative outputs delivered by the Neroche Landscape Partnership

### *Conserving or restoring built and natural features that create historic landscape character*

- 75ha of open pasture and heath created, 140ha of wood pasture and wooded heath created, natural regeneration initiated in 54ha
- 6ha of neglected coppice brought into rotation, 3.7ha of coppice restored on 3 reserves
- Breeding herd of over 60 longhorn cattle established
- 3,050m fencing erected and scrub clearance on 4 reserves
- Detailed habitat monitoring system in place for 220ha of forest
- Cleared vegetation round Neroche to open up viewpoints
- Structural survey of Wellington monument
- Ringdown Barn repaired and Wychwood Lake restored

### *Increasing community participation in local heritage*

- 15 local history projects run over three years, four local history events held each year
- Book published to reflect local history, CD produced with music and storytelling work
- 11 'Season' events, four music and story-telling workshops delivered and one major event
- Exhibitions by two commissioned artists displayed publicly
- 800 volunteer days and 90 skilled volunteer days over three years
- Blackdown Hills Trust established by five members of the Local Steering Group

### *Increasing access to and learning about the landscape area and its heritage*

- 23km off road trails , 40.5km circular short walks, 1km all ability trail
- 1.3km of upgraded multi-purpose track in Staple common and Middle room
- Access improved on four reserves, new steps improved paths and signage around Castle Neroche monument, one new surfaced path to 'Access for All' standard
- Car park expanded and access track enhanced at Wellington monument, new 45 place car park at Staple Hill, extended 35 place car park at Castle Neroche
- Digital content produced to interpret heritage in mobile form, Camera obscura constructed and used at six events; website established and maintained
- Nine newsletters sent out to local residents – three times a year for three years
- 25 public walks/events held with over 400 participants
- 14 public training events held with over 200 participants
- Approximately 480 children received three Forest School sessions per year for three years with 11 Forest School sites established on or off school grounds
- 140 health walks carried out for targeted audiences

### *Increasing training opportunities in local heritage skills*

- 40 people trained to Forest School level 3, 16 trained to level 2
- Three apprentices employed and trained for 18 months achieving NVQ2 and units of NVQ3
- 74 visits providing advice and assistance to land managers

## Learning amongst the Landscape

A two project theme, one developing Forest Schools as an approach to outdoor learning, the other bringing hard-to-reach groups into the countryside through a series of 'Health Walks'.

Forest Schools are being established in four locations on school grounds and elsewhere within the area. 40 teachers have gained an Open College Network qualification in outdoor education, enabling them to establish Forest School approaches at their own schools. 480 children (comfortably exceeding the 200 target) have received three Forest School sessions per year for 3 years. 140 health walks (exceeding the 100 target) have been delivered over three years to targeted audiences.

## Opportunity to be Involved

This theme comprises three projects that focus on the community-based governance of the Scheme. An effective partnership board, local stakeholders group and website has been established and maintained throughout the Scheme. To October 2010, 800 volunteer and 90 skilled volunteer days (1000 anticipated over the whole scheme) have been recorded. In addition five members of the local steering group have established the Blackdown Hills Trust to help with the continuation of the central elements of the Neroche Scheme.

## Training for Employment

A theme with two projects designed to maintain the ability of the community to sustain the qualities of the heritage landscape in a manner that supports the local economy.

- An 18 month Apprentice Training programme in countryside management has been provided with the 3 apprentices achieving NVQ Level 2/3. As is the situation with other case studies, this scheme has a large project budget (nearly £150,000) and could be interpreted as a way of providing additional resource to the host organisation rather than fulfilling the aims of HLF and the landscape partnership programme.
- Advice, training and grant assistance has been provided to at least 74 (exceeding the 40 anticipated) land managers in landscape heritage management. It is not clear if the network to enable sharing of skills and equipment between land managers has been established.

## Conclusions

The Neroche Project is delivering significant benefits to the Blackdown Hills. It can be seen that all the theme areas are delivering in line with what was anticipated. The scheme has achieved a balance between strong and decisive management informed by a clear vision, and it has allowed partners and project team members the freedom to innovate, design and deliver projects in accordance with their experience and knowledge of local context. Across the full suite of projects the partnership, and HLF, are achieving good value for money.

## Creating a strong local partnership

A key innovation and success of this partnership was the early creation of a local stakeholders' group to represent community interests. Expert and local knowledge was combined from the partners, stakeholders and consultations with local communities to develop and produce the plan of work and

activities. The project team provided the vision and enthusiasm to develop and run the scheme while actively involving others.

The local stakeholders' group was empowered through having a strong role in decision-making within the scheme and having the casting vote in decision-making on the landscape partnership board. In 2010, five members of the local stakeholders group formed the 'Blackdown Hills Trust' to continue their work on supporting landscape and community-related projects to benefit the area. This will be an important legacy of the scheme.

### **Impacts of the scheme**

Opening up the landscape through tree clearance and cattle grazing was an innovation, transforming areas into low intensity mixed wood pasture. The speed and scale of forest clearance caused some concerns and opposition amongst some members of the local community. Despite investing much effort and time into communicating and publicising the scheme, it remained difficult to achieve widespread local involvement.

The wide and diverse range of activities undertaken as part of the scheme enabled new audiences to be reached and provided some existing users with new experiences. Those who took part in the various activities talked about gaining new knowledge about the area, learning new skills and increased confidence to participate in and enjoy the local landscape.

### **Summary of strengths and weaknesses**

A diverse partnership with a talented project team to lead the scheme was central to the success of the Neroche Landscape Partnership. The preparation of comprehensive project information documents at Stage 2 meant that possible synergies between the work streams of partners and the projects were identified early on to give greater impact and benefit when delivered. The achievements of the partnership were rewarded when Neroche was the South West regional heat winner of the 2010 UK Landscape Award.

The early decision to grant significant influence and power to the local stakeholders' group increased legitimacy and helped to achieve sensitivity to local context and provided a strong sense of 'acting in the community interest'.

It was recognised that the addition of a dedicated post for a communication expert and the development, within the partnership, of a communication strategy would have helped target different audiences early on and could have mitigated some of the complex issues arising from project delivery. In the evaluation some frustration was expressed that the scheme was coming to an end, suggesting that the management and maintenance implications should have been woven into the projects earlier in delivery.

It is acknowledged that the Neroche Landscape Partnership Scheme is more than a collection of individual projects and activities – the sum total of the scheme's achievements includes the numerous connections that have been created between organisations, groups and individuals, and between people and the changing landscape.

## 4.5 Purbeck Keystone Project

### Introduction

#### The Landscape

The Purbeck Keystone Project was a landscape partnership located on the Isle of Purbeck in the south-eastern corner of Dorset. The 'Isle' is really a peninsula, bounded by the sea to the east and south, and by Poole Harbour to the north. Regular and extensive winter flooding of the rivers Frome and Piddle, prior to the advent of modern day infrastructure, meant that access from the north-west could also be difficult, and this helped perpetuate the notion of an 'Isle'.



Geologically the area is fascinating: of greatest repute are the exposures in quarries and more especially along the coast, providing sections across the Jurassic and Cretaceous periods that are of international standing. These are complemented by the Purbeck limestone plateau in the south, the chalk ridge which bisects the area west-east, and the Purbeck Heaths and the Frome Valley to the north. The area is notable for the quality of its stone and craftsmanship, for its tremendous diversity of nature conservation interest, for the strength of its cultural identity, and as a much visited historic landscape. The area's standing is reflected in the way it can boast a string of conservation designations: within an Area of Outstanding Natural Beauty, and containing several National Nature Reserves, SSSIs, SACs, SPAs and RIGS (Regionally Important Geological and geomorphological Sites), a Ramsar Site, a Heritage Coast and a World Heritage Site.

#### The Landscape Partnership

The landscape partnership was established by the Purbeck Heritage Committee, a partnership in its own right, and a task group of the Dorset AONB. The lead partner for the Purbeck Keystone Project was Purbeck District Council, and the landscape partnership benefited from the support of an independent chair, Prof. Vincent May from Bournemouth University.

The Purbeck Keystone Project ran from October 2006 to December 2010. The original HLF award was for £1.4m, and by the end of the scheme nearly £1.2m – 82% of the award – had been drawn down.

#### The partnership vision

The landscape partnership scheme aimed to promote the historic stone landscape, to conserve and revitalise Purbeck's stone working skills, to open access to Purbeck's rich geology and the story told by its fossils, and to conserve and raise awareness of the area's biodiversity. This last element was to be achieved in part by emphasising the link between biodiversity and pastoralism, by engaging the farming community, and supporting the marketing of local produce.

## Ambitions and achievements

### The overall programme of work

The partnership delivered its work through three different theme areas, which together comprised approximately 20 different projects. The theme areas were the natural landscape (farming), the cultural landscape (stone working) and outdoor education.

While it can be seen below that a great deal has been achieved, the documentation describing the partnership's initial aspirations does not provide targets against which we can compare what was actually delivered.

### Natural landscape (farming)

The partnership aimed to support farming practices that encourage biodiversity and restore threatened habitats in two areas. In the chalk grassland of the Purbeck Ridge the primary challenge related to gorse encroachment and consequent loss of species diversity, while wetland habitats alongside the River Frome were suffering from low water tables.

Works carried out on the Purbeck Ridge achieved 1% of the national target for the UKBAP Priority Habitat for calcareous grassland, restoring 190ha to favourable condition. Works on the ground included scrub control (18.8ha gorse cut or burnt, 14.5ha gorse sprayed with herbicide) installing fencing, providing cattle handling facilities and creating a reliable water supply. To secure longer term change, the scheme worked with farmers to establish conservation grazing regimes using traditional breed cattle and sheep. This proved extremely popular. The scheme intervened at both ends of the marketing chain: supporting the establishment of eight grazing herds, and helping a number of landholders to set up and promote the 'Loving the Land' brand through what has now become a revitalised producer's co-operative. Public engagement in these elements of the partnership's activities has been achieved through the delivery of guided walks which showcase conservation herds, and by providing funds which result in school visits to farms.

Although the Frome Valley is largely undesignated, works here helped to achieve the UK Grazing Marsh BAP target for habitat rehabilitation as well as restoration of coastal and floodplain grazing marsh. Two water level management plans drawn up by the scheme have now been incorporated into HLS agreements. Other projects included restoration of neglected ditches (2.1km of ditches brought into management) and helping farmers install and implement small scale water level management schemes to help wetland birds. As a result of engagement with the partnership the Ministry of Defence funded a programme of ditch restoration works financed from their own resources. Problems in delivery were encountered as a result of delays in obtaining the relevant permissions from the Environment Agency and the Forestry Commission. A recent report from the partnership mentioned the possibility of setting up a ten year management and maintenance agreement with Dorset Wildlife Trust to provide continuity in the management of biodiversity in the Frome Valley.

A conservation business support project evoked less interest than expected amongst the farming community and a vocational training initiative was underspent when candidates for farm apprenticeships failed to come forward. Two apprentices have now moved on to permanent jobs, and support for a National Trust careership post had a successful outcome when the person involved moved on to a permanent warden post elsewhere in the country. There were also delays in achieving 'Environmental

Quality Mark' accreditation as state aid rules were negotiated. One ambition which was not achieved was professional publication of an oral history project, which proved to be too expensive.

In total the partnership has engaged with 22 different landowners, helping seven to submit successful grant applications valued in total at over £600,000.

### **Cultural Landscape (stone working)**

The highest profile output from this area of work has been the restoration and conversion of old quarry sheds for use as the Purbeck Stone Centre. By September 2010 the three workshops in the centre were fully operational, delivering recreational stone carving course, and with reasonably healthy course bookings. Responsibility for the centre has now been transferred to the Stone Centre trustees, with continuity hopefully ensured though a ten-year, £60,000 management and maintenance agreement. While it was always anticipated that the centre would not be self financing within the first few years, the hope is that this will be the case in the longer term.

The stone outreach project has delivered, for example, stone carving courses, dry stone walling events and events directed specifically at children. Stone walling grants to landowners have resulted in the repair of 2.8km of stone walls which make such a key contribution to the Purbeck landscape. To secure longer term continuity the dry stone training project has supported two apprenticeships and created a three-year dry stone wall careership post with the National Trust. The partnership also supported the establishment of a dry stone walling test centre in collaboration with the Dorset branch of the Dry Stone Walling Association.

The Purbeck marble initiative provided internships in 2006 and 2007, but these did not take place in 2008 or 2009. The initiative delivered workshops and created links with the Cathedral Architects Association, reflecting the way in which Purbeck Marble can be seen in virtually all the cathedrals of the south of England. The initiative unfortunately came to an early halt when the lead craftsman became unavailable.



## Principal quantitative outputs delivered by the Purbeck Keystone Project

### *Conserving or restoring built and natural features that create historic landscape character*

- Engaged with 22 different farmers / landowners, including 125 farm visits
- Carried out 26 wildlife surveys and produced 15 management plans
- Supported farmers in making 7 successful grant applications, total value over £600,000 and covering 240ha
- Restored 55ha of lowland calcareous grassland and 153ha of coastal and floodplain grazing marsh (128ha of this grazing marsh achieved favourable condition).
- Repaired 2.8km dry stone wall. Constructed 9.1km fencing.

### *Increasing community participation in local heritage*

- Worked with 15 community groups (389 people)
- Mounted six consultation events, engaging 65 participants
- 238 volunteers contributed over 8,000 volunteer hours

### *Increasing access to and learning about the landscape area and its heritage*

- 17.5km footpath and 20km cycle track improved
- 0.5km Pathway accessible for disabled people improved
- 6 heritage trails, total length 25.5 km
- Worked with 22 primary schools, 9 secondary schools and 2 colleges / universities (over 2,500 students / children engaged)
- Produced 2 learning resource packs
- 6 school visits to site, 36 outreach visits to schools, 16 teacher training events
- Approximately 7,000 people engaged in 32 adult learning events, 44 guided walks (1 specifically for disabled people – 11 beneficiaries), 11 open days and 19 exhibitions
- 10 interpretation boards, 18 leaflets, 1 guidebook, 2 websites, 1 blog

### *Increasing training opportunities in local heritage skills*

- 5 training courses delivered to land managers / rural businesses over a total of 26 days to 23 individuals (Land and habitat management, tourism and business development training, Participation/learning activity training)
- 12 training courses delivered to volunteers, over a total of 71 days to 117 individuals, land and habitat management training, rural skills and heritage conservation training
- 12 training courses delivered to staff, over a total of 207 days to 49 individuals
- Employment for at least 2 dry stone wallers, 3 local producers and 8 contractors through the scheme. The building of the Burngate Stone Carving Centre has also had a positive impact on local employment.
- 5 FTE jobs created (internal) – no economic impact study been carried out of external impact.

## Outdoor Learning (outdoor education)

The field studies project was set up to co-ordinate and resource the work of the many different outdoor education centres in Purbeck. Outputs have included a teacher's guide and website as well as a wide range of training and networking events. The original ambition to establish a young persons' conservation group has not been realised.

The inland Jurassic access project researched five quarries – in line with the partnership's original intentions - and made results available in a variety of media, including artworks and a 'virtual geology field trip', Seven self guided heritage trails have been produced and resources also went into an 'Access for All' route at Redcliffe. The landscape art project has resulted in an anthology of creative writing, a teachers' resource park and a set of 'stone walk' leaflets. The events which enabled these resources to be created are outputs in themselves, but in addition one of the most tangible and durable outputs is a set of large carved stones incorporated into the dry stone wall alongside the coastal path at Chapman's Pool.

The Purbeck Cycle Way project has resulted in better signage, supported the establishment of a cycle hire facility at Wareham, and improved and extended a Forestry Commission cycle trail. Cycling routes starting in Swanage were not developed, in light of a feasibility study which suggested they would be unsuitable for younger children. A guide to Purbeck was not produced when research revealed that this would simply duplicate existing material.

Over 200 volunteers have been involved in a wide range of activities across the programme. Nature conservation activities have included conducting wetland bird surveys, botanical surveys and butterfly walks both before and after conservation works, and undertaking practical work such as scrub clearance. Volunteers have also been involved in dry stone walling, tuition of stone masonry, promoting local food, local history research, developing walking routes and local geology research.

## Conclusions

From the written evidence summarised above, and from first hand experience gained when members of our team visited Purbeck early in 2010, the Purbeck Keystone Project appears to have delivered a substantial set of outputs and outcomes, and – using other landscape partnerships as a baseline – a provisional judgement is that good value for money has been achieved through the use of HLF funds.

In this instance it has been particularly difficult to draw firm conclusions about effectiveness of delivery or value for money because on the one hand no clear quantitative targets seem to have been set before delivery started, and on the other we have not seen a final (external) evaluation of the landscape partnership scheme, and neither have we seen a project closure report from the HLF monitor or a management and maintenance plan which spells out how the partnership legacy will be sustained. This lack of information has been compounded because two of the principal project staff left in the autumn of 2010, and others left early in 2011. This of course often happens in the closing months of a scheme, as individuals look to pursue their own careers elsewhere.

## **Programme legacy**

The Purbeck Heritage Committee will hopefully continue to maintain an oversight of Purbeck Keystone interests, and tangible outputs on the ground (e.g. stone artworks, water level management systems) will be sustained. Key partners such as the Dorset Wildlife Trust will have a key role to play here, and since the work required is in line with their own mission it seems likely this will happen.

Other elements of the scheme should be self-financing in the future: the producer's co-operative and the grazing herds should now stand on their own merits and should not require further external support. Landholders who have entered into agri-environment schemes will continue to receive payments from this source, and Natural England is charged to ensure agreed outcomes continue to be delivered.

The Purbeck Stone Centre faces a major challenge in moving from receiving significant external support to a position where it is financially self sufficient. Experience suggests that covering the costs of running a training centre relying on course fees alone is never easy. The generous £60,000 management and maintenance grant, to be used over the coming ten years, will need careful management, and an early priority will be to develop and start to deliver a successful programme of events against a robust business plan.

## 4.6 Sulwath Connections

### Introduction

#### The landscape

The Sulwath Connections Landscape Partnership scheme focussed upon the northern coastal area of the Solway Firth in Dumfries and Galloway in southern Scotland. The overall distinctiveness of the area is dominated by the Solway Firth an open estuarine landscape. The headland and bay landscape forms a distinctive coastline shape, sweeping down to remote rocky peninsulas.



The influence of the Solway travels northwards along broad dales, and narrow, wooded river valleys to the upper pasturelands of the upland fringe. Rounded foothills and exposed plateau moorland take over as the upland edge visible from the Solway.

Approximately 131,000 people live within the 3,055km<sup>2</sup> covered by the landscape partnership scheme. An area that is considerably larger than the 200km<sup>2</sup> recommended by HLF.

#### The partnership

The lead applicant was Dumfries and Galloway Council with the management of the scheme being directed by 25 different partners. Project decision making was co-ordinated by a steering group made up of ten members representing Dumfries & Galloway Council, Scottish Natural Heritage, Solway Heritage, Scottish Environment Protection Agency, Scottish Enterprise Dumfries & Galloway, Galloway Fisheries Trust and RSPB Scotland.

Sulwath Connections was awarded a stage 2 pass of £1.91m (48.7% of £3.9m) in November 2006. The duration of delivery of the projects was from April 2007 to September 2010. By the end of the project £1.89m (99%) of HLF funds had been drawn down.

#### The partnership vision

The partnership promoted an ambitious vision that conserved, enhanced and celebrated the area's landscape and cultural heritage with the ultimate intention that by 2020: *"The coast and river valleys which form the Sulwath Connections area will have developed further as a very special and distinctive place in which to live, work or visit."* with *"Everyone sharing an understanding and appreciation of the area's natural and cultural heritage, working together to ensure the features and resources are managed sustainably."*<sup>i</sup>

<sup>i</sup> Natural Capital (2010) Evaluation of the Sulwath Connections Landscape Partnership Project (see [http://www.sulwathconnections.org/uploads/sulwath\\_low\\_res\\_final.pdf](http://www.sulwathconnections.org/uploads/sulwath_low_res_final.pdf) for summary document)

In order to deliver the vision, the partnership agreed more realistic aims that were:

- To deliver projects which will conserve, enhance and promote the distinctive landscape, cultural heritage and biodiversity of the area
- To focus on projects which provide defined benefits to local people and visitors alike, in relation to Dumfries and Galloway's Natural Place image and improvement of the region's economy.

### Ambitions and achievements

#### The overall programme of work

The Partnership delivered its work through 20 different projects, grouped into six theme areas. Each of the themes contributed in varying degrees to at least three of the four aims set by HLF for landscape partnerships. A comparison of outputs and outcomes presented in the stage 2 application against reports of what has been delivered is difficult because (for some projects) they were not quantified. In other cases the identified measures were never going to give the necessary information to evidence successful outcomes.

It should be noted that the external evaluation revealed that only 8 out of 20 projects were identified as having a high impact against the four aims of the landscape partnership programme. A high impact was identified as a project that: *"has conserved or restored the built and natural environment distinct to Dumfries and Galloway on a large scale, either through a single large example of the built and natural environment or a series of smaller scale projects."*<sup>i</sup>

The following sections comment on the individual projects that have been delivered, highlighting both successes and problems.

#### Landscape Features

Projects within this theme were designed to reinforce characteristic landscape features and local distinctiveness.

- The Galloway Natural Heritage project involved work on three existing reserves. Planned outputs for access, habitat management and community engagement and interpretation were all achieved. 96 events and activities comfortably exceeded the original planned figure in no small part due to employing a community liaison officer.
- The success of the Fleet Valley, Nith Estuary and East Stewartry National Scenic Areas project is difficult to track as some of the proposed activities were not quantified although the achievements are in line with what was planned. Outputs included the production of design guidance, a village appraisal and design statement, eight wildlife surveys, creation of 3km of hedgerow, delivery of 700 volunteer workdays, 59ha of habitat management, the involvement of 26 schools, and delivering 264 events.

#### Conserving and celebrating local cultural associations

Projects within this theme were designed with the goal of sustainably managing and celebrating local cultural heritage through enhanced understanding, appreciation and community ownership.

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<sup>i</sup> Natural Capital (2010) Evaluation of the Sulwath Connections Landscape Partnership Project

- The Castle and Hightae Lochs and Robert the Bruce Trail projects delivered ten arts based interpretive features, 30 interpretation boards and four promotional leaflets between them. Other outputs included the creation of hedgerow, 57ha of habitat management and improvements to footpaths and fishing platforms.
- In the external evaluation Balloch Wood Heritage and Bruce's Motte and Bailey were two projects that did not achieve a high impact score. The projects did however deliver a number of outputs including access improvements, habitat management and interpretation.

The success of all the projects in this theme area are difficult to judge as many of the planned activities were not quantified at the outset.

### **Local Priority Habitats and Species**

This theme was designed to conserve, enhance and promote local priority habitats and species and attracted nearly £1million in terms of financial investment.

- The Action for Wood Pastures project benefited from the employment of a part time project officer. 3,281ha of wood pasture was mapped along with 167 wildlife surveys. Three demonstration sites were set up and eight interpretation boards produced. 588ha of habitat management contributed to four biodiversity action plan targets. It is unclear if the original intention of 30 action plans for woodland pasture was achieved.
- The Black Grouse Habitat project achieved identified outputs with 1.8km of vegetation swiped, 20 scrapes created, 12ha of conifers removed and 13ha of mixed woodland planted. In terms of outcomes it is not clear if this management work has led to an increase in black grouse numbers or whether awareness of the work has been raised.
- The work undertaken on the Threave Wetlands achieved the planned outputs relating to access and awareness and exceeded the original intention of creating 593m of planted screens with 1.8km of hedgerow being created and managed.
- The Esk Riparian Management project is more difficult to assess as neither proposed activities nor outputs achieved have been quantified although habitat improvement, access work and awareness raising activities have been undertaken.

### **Access for All to the Natural and Cultural Heritage**

The intention within this theme was to promote greater social inclusion through appropriate access to the natural and cultural heritage using interpretation and recreation opportunities.

- The Annandale Way project created 55 mile distance walking route following the river Annan. This project exceeded intended outputs access infrastructure and awareness activities have been implemented but evidence of use remains anecdotal. SNH is now promoting this route at a national level.
- Kirroughtree Lade Trail exceeded all intended outputs because it was agreed the original (and more expensive) access improvements were no longer necessary.
- The Rivers Kirtle and Annan Habitat Project met all outputs: 35km of riparian corridor received management, 68ha of land was safeguarded and 75 events were put on to explain what was going on to both landowners and members of the public.
- The Angling for All project exceeded infrastructure outputs with eight improved or new facilities rather than the three proposed. The awareness raising outcomes are more difficult to assess as neither proposed activities nor outputs achieved were quantified.



### **Principal quantitative outputs delivered by the Sulwath Connections Landscape Partnership**

#### *Conserving or restoring built and natural features that create historic landscape character*

- 927ha of active habitat management contributing to 13 local Biodiversity Action Plan targets
- 52km of riparian corridor management
- 310 wildlife surveys completed
- 7,983 hectares of land surveyed
- 9km of hedgerows managed or created
- 15 new community wildlife sites created

#### *Increasing community participation in local heritage*

- 3,826 volunteer days
- 218 events involving communities/community groups
- 9,486 participants attending 614 guided walks and community events

#### *Increasing access to and learning about the landscape area and its heritage*

- 344 new gates, bridges and finger posts installed
- 137km of new and improved access completed
- \* 154 interpretation boards produced and installed
- \* 7 websites developed or improved
- 73 newsletters produced and circulated
- 52 promotional leaflets or publications produced
- 90 press and media releases
- 24 art based interpretative features installed
- 9,289 children attending 404 school events

#### *Increasing training opportunities in local heritage skills*

- 131 training courses benefiting 1,272 individuals

## Education on the Natural, Cultural and Landscape Heritage

This awareness raising and information theme was aimed at local people and visitors to educate and inform them about the natural and cultural heritage of the area.

- The Galloway Red Kite Trail exceeded planned outputs. Achievements included engagement with 28 local businesses (against 10 planned), involving 12 schools (4 planned) and working with 27 community groups (7 planned). Additional outputs included 35 events, 19 interpretation boards and the creation of a local business partnership.
- Galloway Bankside Habitat delivered some substantial outputs with 22 schools involved in projects to discuss freshwater issues, as well as 18km of riparian management and 37 wildlife surveys completed. Whilst all of these outputs were intended specific figures were not given, making it difficult to assess overall success.
- Wigtown Bay to Loch Ken Interpretation focussed on interpretation and promotion, it is not clear if the library of recorded landscape stories was achieved.

## Conserving and Developing Heritage Skills

The Conserving and Developing Local Skills theme comprised an ambitious programme of work including the creation of an education and training centre for a total budget of £½ million. Many of the measures identified within this programme area related to numbers of individuals trained rather than identifying downstream benefits such as skills developed, or outcomes as trainees move into new or different employment.

- A Community and Visitor Liaison Officer was employed along with four field teachers to help deliver the Mersehead Natural Heritage project. Some planned outputs have been exceeded and others have not been achieved, particularly those relating to habitat management work. It is not clear how the education and training centre operated with no outputs identified for the training programmes. 282 school visits were recorded so the target of delivering an education programme to 1,000 children per year (assuming 30 pupils per class visit) may well have been exceeded five-fold.
- Conservation of Historic Graveyards was identified as having a high impact for this theme although this was another project that had few quantifiable outputs identified at the planning stage.

## Conclusions

### Capitalising on the partnership approach

Sulwath Connections as a brand has been effective as the 'umbrella' for undertaking the portfolio of projects. The particular strengths of this partnership have been strong partnership working together with the engagement of local communities and volunteers. The scheme adopted a strategic regional approach to projects, with associated outcomes and benefits, and clear guidance and support was provided to partners by the central project team.

In a limited visitor survey that was carried out at the end of the project around 25% of respondents reported that they had heard of Sulwath Connections. However a number of people involved with the partnership acknowledged that outside of those immediately connected with projects they felt that the awareness of the Sulwath 'brand' and logo was likely to be limited.

The nature of the programme meant that the majority of projects have been completed during the final year of the scheme. Consequently while some outputs can be demonstrated - since in most cases these are tangible and easily measured. - the anticipated outcomes have proved difficult to measure and evidence as they will generally take longer to materialise. From the preceding sections it can be seen that many projects have delivered in line with what was intended, but there have been some issues in terms of defining project outputs during the conception and / or the delivery of others. As a result of this, combined with the large project area, we conclude that the partnership, and HLF, have achieved only average value for money, notwithstanding of some impressive specific project achievements.

### **Continuity and legacy**

The main weakness highlighted in the project evaluation was the lack of planning for succession and continuity. The evaluation revealed that there was no plan for the period beyond HLF funding, particularly in terms of the continuation of the Sulwath Connections 'brand'. It is not clear where responsibility lies in terms of future obligations. While the Economic Development team in Dumfries and Galloway Council hosted the project, senior staff changes between securing Stage 2 approval and the project implementation period meant that there was no real project champion within the host authority. Such an individual could have helped lay the foundation for a more concrete legacy.

### **Summary of strengths and weaknesses**

It is clear that the partnership team and individual partners delivered a comprehensive programme of projects, particularly where there was the employment of dedicated project staff. Many of the individual projects have achieved what they set out to do, particularly when measured against the partnership theme objectives but the achievements of the projects when measured against HLF aims are more questionable.

At the planning stage some of the projects seem to have had insufficient focus on the aims of the HLF programme. The original submission to HLF contained a lot of outputs defined only in qualitative terms, and (too many) over-ambitious outcomes which cannot be measured. In part this shortcoming may be a reflection of the large partnership area.

## 5 Conclusions

### 5.1 Landscape partnership achievements

It is clear from the evidence presented above that the landscape partnership schemes have delivered significantly, and in a broadly balanced way, across the programme's four aims. The evidence collected to date suggests that overall the programme is on track to achieve the aggregate output targets identified in the second round applications. The examples and case studies presented in this report also illustrate some of the many ways in which programme outcomes will be sustained into the future, while acknowledging that some benefits will only be transitory.

Many of the physical works undertaken by partnership will have enduring impact. In the case of the natural environment the significance of some of these can be assessed against national biodiversity targets. Where this is the case some achievements (such as the restoration of lowland heath) appear likely to make a major contribution; in others (such as hedgerow restoration and enhancement) the contribution is less significant. In the case of built and archaeological heritage – as with a number of the biodiversity indicators - the impact at a national level is more difficult to assess, in part because relevant targets do not exist. Some impacts - such as long term improvements in water quality at Bassenthwaite – will take time to become apparent.

The impact on communities in and around the partnership areas is more difficult to assess, but will in some instances be pervasive and long term. Often the impact on the way communities and individuals view their heritage is dispersed and difficult to track; but in some instances it is already manifest in the creation of new groups and traditions which hopefully will become embedded.

Different UK landscapes are the result of their long and varied histories, and they currently provide multiple services and functions to the benefit both of society at large, and to particular stake-holders in particular. The evidence suggests that a diverse, multi-project programme is an intelligent response to such a complex starting point.

The strengths of the landscape partnership programme include:

- **The focus on a defined landscape area** which permits the development of a critical mass of projects focused on multiple heritage features, related to local landscape character and distinctiveness.
- **Multiple purposes and UK wide coverage** covering both the natural and cultural heritage and encompassing both conservation and 'people' aims.
- **Connecting people with the landscapes that matter to them** beyond the utilitarian values of the 'ecosystem services' that they deliver.
- **The Partnership approach** which brings together a range of organisations with different agendas. Partnerships work with local communities and with private landowners building on common interests and widening appreciation of the breadth of local heritage.
- **Landscape Conservation Action Plans** which are now a key element of all new landscape partnership scheme, speaking for the landscape itself (rather than any particular interest or stake-holder) and providing a programme of action for the duration of HLF funding and beyond.

- **A unique local take on heritage** focussing on local distinctiveness addressed to a local audience, securing local support and commitment.
- **Balancing risk and benefit** through the mutual support of multiple projects whereby innovative and experimental projects can co-exist with (and be supported by) those for which outcomes are more assured.

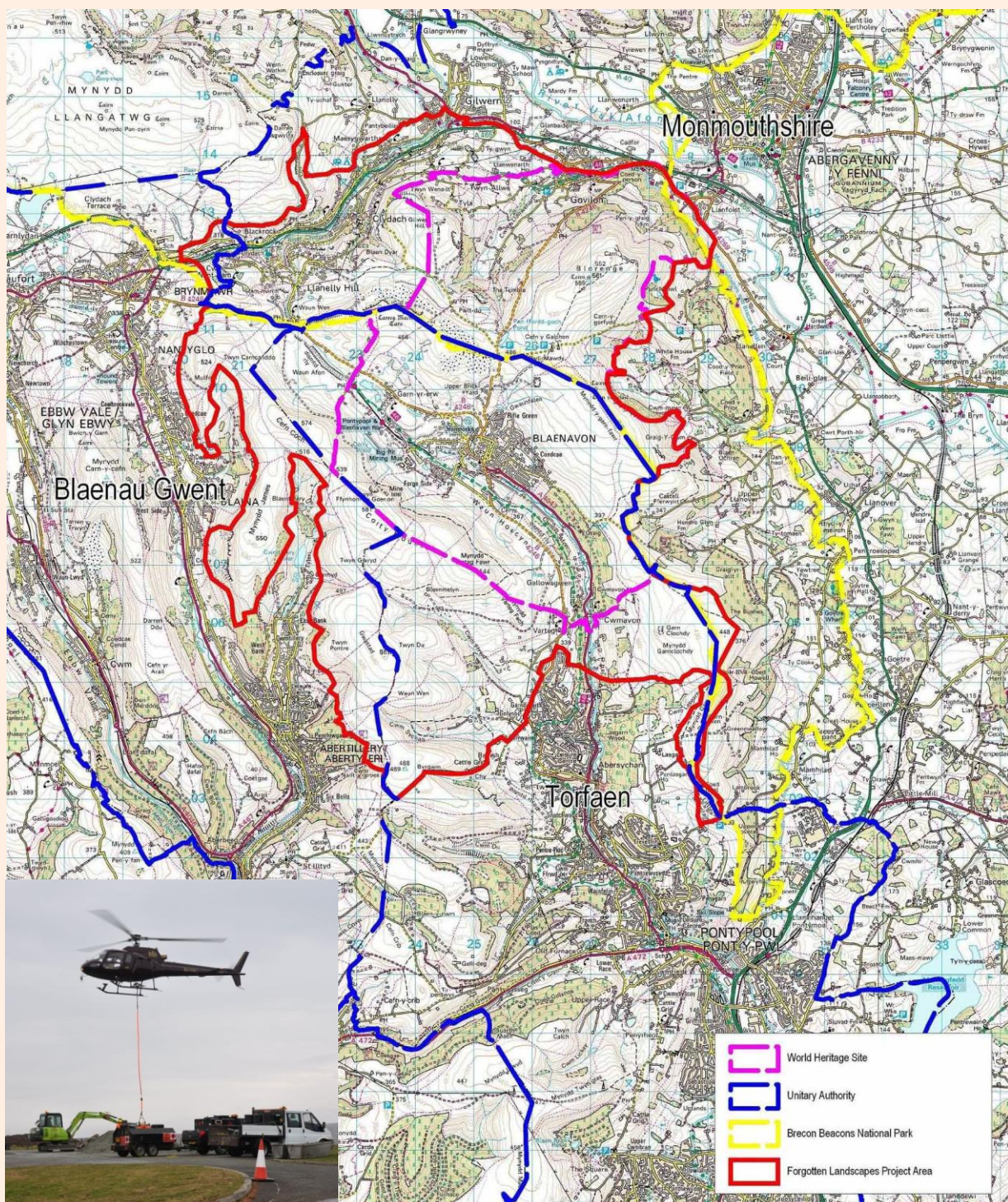
Alongside the benefits of landscape and partnership working our earlier consultation also sought to identify dangers and potential disbenefits. These are listed again here, together with our conclusions against each item below.

<b>Table viii Dangers and potential disbenefits of the Landscape Partnership approach</b>	
<b>Scale of funding may encourage 'playing safe' and avoidance of risk.</b>	The scale of funding has certainly been accompanied by care in financial management but we found no evidence that the scale of funding has meant projects have been unduly 'safe'.
<b>Assembly of disparate projects under one umbrella may reduce funding to and activity in other areas.</b>	Our study has been focused on landscape partnerships and we have not have regard to the 'opportunity costs' of landscape partnership funding in regard to other geographical areas. Whilst it might be the case that partnership funding has precluded support to projects in other funding streams we have found no evidence or suggestion that this is the case.
<b>Concentrates funding on well administered/ well-resourced areas, on existing partnerships judged likely to deliver and where experience of working at a landscape scale is likely to be strongest.</b>	The preponderance of landscape partnerships led by established partners or located in areas with the additional governance arrangements which the approach seeks to promulgate (e.g. AONBs and other protected landscapes) would suggest that this might be the case, however that proportion is much less in new schemes, and in several cases existing protected landscape administrations have reached out beyond their boundaries (Medway Gap, Stour Valley) and in several others (Trent Vale, Blaenavon, Limestone Journeys) innovative work is being undertaken in areas of significant social disadvantage.
<b>Concentrates funding in 'high value' landscapes, and in consequence reduces support to 'ordinary' or 'degraded' landscapes where the benefits (as well as the risk) could be higher.</b>	The absence of shape files prevents detailed comparative spatial analysis of areas covered by partnerships. It would be useful to know how many partnerships include, for example. areas of urban fringe or green belt. However Medway Gap, Trent Vale and Blaenavon are all examples of work being undertaken in 'degraded' landscapes.
<b>Focus on pre-defined Landscape Character Areas may reinforce sectoral or subjective judgements about landscape quality and character.</b>	It is important that local (and 'bottom up') characterisation is undertaken wherever possible in the development phase. These can also provide a potential 'baseline' against which to assess how landscape perceptions have changed following the completion of the scheme.
<b>'Flaky' projects (which might be</b>	The incidence of such projects can only be judged subjectively.

<b>difficult to justify on their own, or involve significant risk) may be included to 'make volume' or to balance the overall portfolio.</b>	However in the opinion of the project team such projects are few in number and have declined since the launch of the landscape partnership programme, and particularly following the replacement of the aim of 'celebrating' local traditions with that of community participation in heritage.
<b>Awards to local authorities or other public bodies increases the danger that monies may be used to subsidise statutory obligations, reducing value added.</b>	We have found little evidence of this to date. However we believe that vigilance is required to assure that HLF funding provides additionality to the work of existing agencies.
<b>Lack of ongoing support – 3 year funding leads to the inevitable flurry of activity that is starting to deliver results when those involved start to see the finish line approaching and have to start winding up the programme.</b>	This continues to be a threat to the legacy of partnership work and achievements. Our evaluation has yielded clear evidence of lasting benefits of HLF funding in partnership areas but at the same time it is clear that those benefits could be further increased by a clearer focus on the longer-term benefits of schemes and their component projects, by attention to exit strategies and by effective post-completion evaluation.
<b>In a changing funding context, partnership commitment may also change and promised match funding may not be available.</b>	This has already proved to be a major issue during the period of our own evaluation study and seems likely to be one of the most significant challenges to effective delivery and legacy in the future.



### Box q. Protecting the heritage in Blaenavon's 'forgotten' industrial landscape



The boundaries of the 'Forgotten Landscapes' Scheme enclose the Blaenavon World Heritage Site effectively forming a 'buffer zone' which accords with the World Heritage Convention management recommendations. Scheme projects includes major projects of access improvement including path restoration (the inset shows a helicopter taking ballast to upland tracks, part of the landscape partnership scheme's access programme) which involves collaboration with commoners and landowners as well as amenity groups and provides 'portals' to the landscape, delivering the benefits of World Heritage designation over a much wider area.



## 5.2 Wider context

The contribution of the HLF Landscape Partnership programme to the UK's implementation of the European Landscape Convention <sup>(2)</sup> has been emphasised above; individual landscape partnership schemes also contribute to delivery of UK commitments under other European agreements such as the Malta Convention <sup>(43)</sup> (protection of archaeological heritage) and the EU Habitats and Birds Directives <sup>(44, 45)</sup>. In the case of Blaenavon Forgotten Landscapes and the Caradon Hill Partnerships, HLF funded activities have complemented their status as designated sites within the World Heritage Convention <sup>(46)</sup>.

The landscape partnership programme has in many respects anticipated key elements of Defra's Natural Environment White Paper <sup>(22)</sup> (which applies only to England, although comparable policy initiatives are underway also in Wales and Scotland), for example in its emphasis on strengthening joined-up action across sectoral agencies and organisations, empowering citizens, consumers and civil society as a whole, and on enabling local action <sup>(47)</sup>.

Because the programme operates at a landscape scale a number of schemes are delivering work which has the potential to contribute to climate change adaptation. Some of the projects delivered by the partnerships can be seen as prototypes for the 'more, bigger, better and joined' approach of the Lawton report <sup>(3)</sup> to be piloted through new Nature Improvement Areas (NIA) proposed in the (England) Environment White Paper as a way of tackling the erosion of natural value, while having regard to the ecosystem services which careful land management can deliver. Others complement such approaches, anticipating the White Paper's proposed Green Areas Designation with an emphasis on local significance and community engagement. There is clear synergy here with other initiatives, for example with the RSPB's 'Futurescapes' initiative <sup>(48)</sup> and the Wildlife Trust's 'Living Landscapes' programme <sup>(49)</sup>.

One possible downside of aligning with others' programmes is that partners may seek to substitute HLF funds for their own (see above). The challenge always will be to seek additionality as a result of HLF involvement, and to ensure that HLF's contributions are not subsumed by other initiatives, either in reality or in public perception. For example the £7.5 million allocated to the 12 initial NIAs proposed by the White Paper is a relatively modest sum and will need to be complemented from other sources of which HLF is potentially one.

Equally importantly, in our view, is the emphasis in the Landscape Partnerships programme on the 'built' as well as the 'natural'. In this respect, as well as in their emphasis on 'bottom up' initiatives, Partnerships both anticipate and lay the basis for – but also go beyond the new Local Nature Partnerships proposed in the White Paper, incorporating, for example, a parallel emphasis on local capacity, community involvement and emphasising the importance of vernacular architecture and hidden archaeology within landscapes <sup>(26)</sup>.

Beyond the four aims of the landscape partnership programme it is clear that there are wider benefits from HLF grant. However there have been no programme-wide studies of these and only one scheme has to date been included in evaluations across different HLF funded programmes. We believe that the benefits illustrated by the Tweed Rivers Area Scheme where the one-off economic impact of HLF investment was estimated at £9.7m with an ongoing impact of approximately £3.6m per year, including over 300,000 additional visits annually across six key sites, supporting up to 90 FTE jobs <sup>(42)</sup> would probably be found in other schemes, and recommend that landscape partnerships should be included, wherever possible, in future thematic studies.

## Contribution to local distinctiveness

One starting point for all landscape partnerships is the landscape character of the scheme area. The location of some schemes corresponds with the boundary of an existing National or other Character Area, while many schemes have also carried out their own local landscape character assessment to identify what it is that makes that particular place distinctive, and to inform decisions about how future change might best be managed. Depending on the area, the priority for a given landscape may be to maintain existing character, to enhance that character, or alternatively to enable the emergence of new landscape characteristics. In other situations the goal may be to reverse trends which are resulting in the loss of distinctive character, or to manage threats to elements of that landscape.

Many of the outputs and outcomes described in the previous sections will be making a contribution to landscape character (provided of course they are the right actions in the right place). The 'people' focus of landscape partnership work adds another element. In the first section of this report we presented the definition of landscape adopted by the European Landscape Convention – 'An area, as perceived by people, whose character is the result of the action and interaction of natural and/or human factors'. The increased access, the involvement of volunteers and the engagement with disengaged and under-represented groups, which is a hallmark of landscape partnership work, has radically increased the way people perceive their (local) landscapes – and that in itself gives local landscapes new meaning, and creates new landscape advocates.

The reinforcement or safeguarding of local character, and increased understanding of that character, is the outcome above all others which exemplifies the synergies that exist both within and between partnership projects. The way in which projects are all targeted on a particular landscape type, and are being delivered in the context of each other and of a wider partnership, means that landscape management and perception happens in a way that would not be possible through the delivery of a more dispersed set of unrelated projects.

### Box r. National Landscape Award recognition for Landscape Partnerships, 2010

The UK Landscape Conference—'Engaging with the European Landscape Convention'—held in Liverpool in November 2010 provided an opportunity to showcase the work of Landscape Partnerships. Several HLF landscape partnership schemes put themselves forward the prestigious UK Landscape Awards.

The national winner of the 2010 UK landscape Awards was the Durham Heritage Coast Partnership. This is the umbrella body for two major North East England landscape partnerships – the Mineral Valleys Project (a former HLF Area Scheme) and the Limestone Landscapes Partnership—a Natural Area initiative across a narrow belt of land which spreads across south-east Tyne and Wear and east Durham.



This project will now go on to represent the UK in the European Landscape Award later in 2011. The Heather and Hillforts Landscape Partnership won the Welsh section of the award, The Neroche landscape partnership was a regional winner and

Bassenthwaite Reflections landscape partnership received a commendation, as did Valley of Visions.

The challenge of parochialism remains in some quarters. While the partnerships typically encompass just a handful of parishes and cover only a small area (up to 200km<sup>2</sup>), it has been reported that some groups – for example a parish council which was enthusiastic about projects on their own patch - lost interest when it came to the wider picture, and failed to appreciate the place of their parish within the wider landscape.

### Landscape and partnership working

The first phase of our work identified some of the benefits – and challenges – of ‘landscape’ and ‘partnership’ working (see above); it has been interesting in this second phase to see the way in which these have been manifest in practice.

#### Box s. Agency networking - ‘Overlooking the Wye’

‘Overlooking the Wye’ is a multi-project scheme involving wildlife enhancement, restoration of the area’s rich industrial archaeology, a micro-hydro project plus access improvements and educational programmes across 90 km<sup>2</sup> of the Wye Valley AONB..



The landscape partnership area, like the AONB, straddles England and Wales and involves country agencies, planning departments and private-sector bodies as well as NGOs and local communities from both sides of the border. Several projects involve liaison between ‘natural’ and ‘built’ interests – for example many of the old ironworks are important roosts for bats. A workshop on 24 March 2011 aimed to improve collaborative working and included representatives from English Heritage, Cadw, Natural England and the Countryside Council for Wales. It was the first time that any of

the individuals present had met any of the others. Landscape’ works and their benefits (including visitor numbers will be monitored following the end of HLF funding in the normal way. But it is expected that one major benefit of the landscape partnership scheme will be better inter-agency working between the various bodies involved in the area.

HLF funding clearly acts a draw to bring partners together and subsequently to keep them engaged with one another, around a shared vision of a landscape, its significance, and the way in which it should be managed. This is an outcome in its own right, and is likely to lead to ‘knock-on’ effects delivering additional benefits in the future. As a legacy of funding intervention this outcome is of course not peculiar to Landscape Partnerships — it is probably a characteristic of other Integrated Local Delivery initiatives <sup>(see, e.g. 50)</sup> — but it is one of the major long-term benefits which distinguishes HLF landscape partnership funding from other HLF programmes. A new delivery model for landscape-scale projects developed for the Farming and Wildlife Advisory Group (FWAG) and Natural England. <sup>(50)</sup> is itself based on experience from ‘Caring for the Cotswolds’ — one of the early HLF Area Schemes

### Box t. Landscape planning beyond the AONB - the Stour Valley Landscape Partnership

The Stour Valley is characterised by rolling farmland, riverside meadows, ancient woodlands and picturesque villages: the quintessential lowland English landscape and an inspiration to many writers and artists, immortalised by John Constable's paintings of Dedham Vale over 200 years ago. However the area's special qualities have been vulnerable to development and agricultural pressures. To address these the lower part of the valley was designated an AONB in 1970, while the Dedham Vale and Stour Valley Countryside Management Project has operated in the area for more than 20 years, creating a culture of partnership working between local authorities, government agencies, community groups and local landowners.

When the CRoW Act 2000 set out a formal requirement for the five local authorities that together cover the Dedham Vale AONB to prepare a management plan, they agreed that the AONB's Joint Advisory Committee (JAC) should produce the strategy on their behalf. The JAC took the decision to produce the Management Strategy for the whole of the Stour Valley area, not just for the AONB for which it is a legal requirement. This brought together a wide range of key partners, including government agencies, national organisations, local landowners and community groups, who share a common commitment to conserve and enhance the special qualities of the area, and to deliver on the policies of the plan through an action plan which is reviewed annually. The advantages of the AONB management plan and process have been spread to the whole of the catchment - an area some three times larger than the AONB itself.



Projects within the Stour Valley Landscape Partnership have been deliberately located throughout the area in order to complement other Partnership management activities. They include habitat restoration, archaeological survey and visitor access. Evaluation is planned for individual projects whilst it will be virtually impossible to assess the impact of the scheme as a whole in isolation from other initiatives it seems clear that HLF funding has been really important in enabling the philosophy and practice of collaborative working, well established as a feature of protected landscape management, into the wider countryside. As the AONB Officer told us *'the Scheme almost undermines the AONB as a separate entity but immensely strengthens the whole area'*.

The experience of Stour Valley and the Medway Gap demonstrate the way in which HLF funding is a major element in realising the role of protected landscapes in pioneering new initiatives in countryside management and rural governance to the wider countryside.

### 5.3 Future prospects

It seems clear that the benefits of working at a 'landscape' scale, and those deriving from the establishment of partnerships as a means of delivering the work go beyond those that would accrue from funding a series of projects and beyond the four aims of the Landscape Partnership programme. Whilst some of these wider benefits are already apparent, others will not be obvious for a number of years and will be difficult to dissociate from other influences.

The principal challenge faced by the programme at the current time is – inevitably – the financial position of most partner organisations. As ever, this challenge is also an opportunity. Landscape Partnerships provide a way for partners to make the most of their limited resources, and HLF funding has proved effective in ensuring heritage activities remain towards the top of these organisations' agendas despite current difficulties.

Arising from this evaluation we would make two specific recommendations about future roll-out of the programme:

- **Size of landscape area.** The area covered by a landscape partnership is currently targeted as no smaller than 20 km<sup>2</sup> and no larger than 200 km<sup>2</sup>, and most of the partnerships meet this criterion (with some notable exceptions – for example 'Sulwath Connections' in south-west Scotland covers 3,055 km<sup>2</sup>, while Kerridge Ridge in Cheshire covered only 2 km<sup>2</sup>). As explained above, this target area has been reduced in comparison with the geographical cover of Area Schemes. While the 20-200 km<sup>2</sup> might remain as an initial guide, flexibility is important. The key thing is for the area chosen, firstly, to relate directly to an accepted landscape character area, and / or to local perceptions of locality, and secondly to the intensity of works required (so a partnership working on a degraded landscape might sensibly work only on a small area).
- **Re-focus the programme on just two aims: heritage and people.** The four programme aims (conservation, participation, access and skills) remain valid, but in practice - both in this report and elsewhere - the programme is defined jointly by works to the natural and built heritage, and by the way people engage with heritage. Most individual projects contribute to two or more of the existing aims, and there is a certain artificiality about the way projects are allocated to just one of these. Without changing the current breadth of the programme, it is suggested that schemes in the future should be focused around just two aims – conservation and people – and that all projects should, where this is sensible, explicitly address both of these (to varying extents).

### 5.4 Participatory evaluation

The approach to participatory evaluation adopted by HLF for Landscape Partnerships we believe has started well and has begun to yield results. The data collection returns are probably greater than could have been secured in the absence of the ongoing evaluation support provided to landscape partnerships, and partnerships themselves have begun to respond to the need to look beyond outputs to

the long term legacy of their work. Our proposals made in Section 2 above will help to facilitate this process, particularly in respect of:

- The need to embed monitoring and evaluation within HLF's guidance and support to Landscape Partnership, particularly in regard to its status in the LCAP which needs to be confirmed before second round funding is approved.
- The development of on-line support to include evaluation advice alongside other elements including an archive of specimen documents.
- The need for country or regional workshops for schemes in delivery as well as national workshops for new schemes,
- The need to integrate output data assembly in the landscape partnership delivery life cycle in place of the present (biennial) 'snapshot' of achievement, possibly incorporating a set of standard data categories against which partnerships could collect data.

HLF should consider whether it needs to provide additional support and guidance on the extent and nature of baseline and output data in regard particularly to 'people' outcomes linked, for example, to community engagement, volunteering and training. Significant output data gaps remain particularly with regard to visitor monitoring and – to a lesser degree – with data on community engagement, volunteers and training. Future activity however will need to balance the collection of robust data and the resource costs of doing this. Our own view is that whilst the quality of output data and associated monitoring to be specified in the LCAP is capable of improvement, given that current mechanisms of financial accountability seem to be working well, more intrusive monitoring of outputs could be counterproductive. At the same time every opportunity needs to be taken to capture the longer term benefits of partnership and landscape working. The most effective way of doing this is by building on the collective skill and growing confidence of those actively engaged in delivering the now substantial body of schemes, by capturing the experience of their partners – statutory agencies, NGOs, local communities, and private landowners – and by disseminating the results to a larger audience. We hope that this report will contribute to this process.

# Appendices

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**Appendices I to III are presented separately from this Main Report for convenience of the reader.**

## **Appendix I. List of Landscape Partnership and Area schemes**

This appendix provides two lists of Landscape Partnership Schemes:

- A. by status (as at 1 March 2011) – in development, under assessment, with second round award made less than a year, or in delivery, together with actual or estimated dates of first round, second round awards and end date (where known).
- B. by HLF country or region together with contact details of Landscape Partnership manager and the current HLF Case Officer and Monitor.

Full scheme data is not presented in this Report but is submitted separately to HLF in the form of a Microsoft Access database.

## **Appendix II. Supplementary guidance on HLF Landscape Partnership evaluation**

This appendix relates to guidance specific to landscape partnership schemes produced to supplement HLF's generic evaluation guidance. It is in three parts:

- A. Summary Guidance as issued to all Landscape Partnerships, HLF Monitors and Case Officers in July 2010.
- B. Representative screen dumps and general information on the structure of the Institute of Environment HLF Landscape Partnership web pages [www.bbk.ac.uk/environment/lps](http://www.bbk.ac.uk/environment/lps).
- C. Examples of evaluation initiatives (beyond those that relate to the collection of output data) undertaken by individual partnerships.

## **Appendix III. Output Data collation**

This appendix is in three parts:

- A. Basic data.
- B. Output data summary tables. These are presented as totals over all Landscape Partnerships and Area Schemes to date (AS & Landscape Partnership Total) and Landscape Partnerships to date (Landscape Partnership Total). Totals for Area Schemes alone were presented in the 2009 Output



#### Data Collation.

Landscape Partnership totals are available separately for SP2 schemes and SP3 schemes, but omitted here for reasons of space and clarity.

For most categories data are presented as 'Achieved' and 'Predicted'. All data is as returned by Landscape Partnerships themselves between January and March 2011. No ground truthing of 'Achieved' data has been undertaken but we believe there is no reason to suspect over-reporting although in some cases there is a great deal of variability in the way that individual categories have been estimated. 'Predicted' data is anticipated outputs to the end of HLF funding and there is some variability in the bases for figures presented here. For schemes in early delivery (< 1 yr) the predicted data includes targets presented in the second round application (for SP3 schemes, the LCAP), although where such targets were not presented, partnerships have been asked to estimate. For more mature schemes, partnerships have been invited to revise their estimates where appropriate.

- C. A copy of the Output Data User Guide as distributed to Landscape Partnerships (in December 2010) with the data collection proforma.

Full output data is not presented in this Report but is submitted separately to HLF in the form of a Microsoft Excel workbook.

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